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STRONGER ARTS
AND CULTURAL
ORGANISATIONS
FOR A GREATER
SOCIAL IMPACT

CREATIVE
LENSES
CASE STUDY
**TEPLE MISTO
AND URBAN
SPACE 100**

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Interviewees Yuriy Fylyuk, CEO
& Yaryna Melnyk, Operations Manager

Published in Sweden in 2018 by Trans Europe Halles

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ISBN 978-91-981793-2-3

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Editor and coordinator: José Rodríguez
Design: Therese Severinsen
Photo: Teple Misto

Creative Lenses is a four-year project, running from 2015 to 2019, that seeks to make arts and cultural organisations more resilient and sustainable by improving their business models and developing their long-term strategic and innovation capacities.

To find out more about Creative Lenses and its publications, **visit www.creativelenses.eu**



Creative Lenses is a project co-funded by the Creative Europe Programme of the European Union.

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TEPLE MISTO AND URBAN SPACE 100

Location	Ivano-Frankivsk, Ukraine
Website	www.warm.if.ua
Mission statement	To be an innovative platform that creates new possibilities and drives social transformation. Based on our work in Ivano-Frankivsk, to inspire and encourage changes in Ukraine and beyond
Organisation type	Non Governmental Organisation (NGO)
Main activities	<ul style="list-style-type: none">• Online platform management• Project initiation and management• Grantmaking for social and creative projects• Management of Urban Space 100• Development and management of an innovation centre
Art forms produced or promoted	Contemporary art, new education, urbanism, new economics

Introduction

Teple Misto is a platform connecting a variety of initiatives by the city administration, local businesses and community for the sustainable development of Ivano-Frankivsk.

Established by entrepreneur Yuriy Fylyuk in 2014, Teple Misto initiates projects that build a dialogue between different stakeholders in the city.

Key income streams

- 1. Project grants (40%)
- 2. Grant from European Endowment for Democracy (27%)
- 3. Contributions from business partners (23%)
- 4. Urban Space franchising fees (10%)

Turnover 2017

248 164 USD

Surplus/deficit 2017

Surplus 45 943 USD

Number of employees and volunteers

20 full time staff and 9 employees



The drivers for change

The main two reasons driving Teple Mesto innovative actions are:

1. Ukrainian citizens' level of trust in their state is very low.
2. Lack of support for the development of civil society organisations.

The solution

Teple Misto saw an opportunity to help bridge the gap between civil society and the public administration by creating a platform that links the city administration, local businesses and community, acting as catalyst and coordinator between different stakeholders. Teple Mesto acts as a research and development engine for the city, concentrating on innovation projects. They are primarily funded by local businesses who share their values and vision for the sustainable development of Ivano-Frankivsk.

Although they have not received any financial support from the city as yet, Teple Misto have demonstrated a successful track record in the delivery of high impact projects and will receive funding from next year, 2019. In addition, they have established national and international cooperations which has generated grants and donations for specific projects.

Their vision is to create models for replication, which means that the potential to replicate is designed into every project from the outset. Two such projects are Urban Space 100 restaurant and City Grants program.

Urban Space 100 is a restaurant, radio studio, shop and meeting place for urbanists to socialise, discuss and develop ideas. It was established by 100 founders, all local accomplished, impact-oriented people, each donating \$1,000. Eighty percent of the restaurants profits support city development projects.

City Grants program was launched in 2015 to support young activists to start and grow their own projects, acting as a stimulator and impetus for change. The City Grants program is designed to activate and implement practical projects that improve quality of life in the city and engage the community to actively participate in the development of Ivano-Frankivsk. It is funded by 65 local businesses who believe that together, they can change the city for the better. A percentage of this funding goes towards the core management costs of Teple Misto.

The implementation

Urban Space 100 was set up an independent NGO led by Teple Misto. The budget of \$100,000 was used to set up a management company to manage the day to day running of the restaurant, which opened in 2014.

The concept took one year to develop and realise. Balancing the needs and obligations of all three stakeholder groups – 100 donors, management NGO Teple Misto, and management of the company '23 Restaurants' – was the biggest challenge. While the founding donors cannot influence day to day operations, they can vote the change the management company if it

deemed to be underperforming. Quarterly meetings between the founding donors is the mechanism for both governance and decision-making on which projects are funded – a 'direct democracy model'.

By establishing a revenue model that primarily relies on local business funding, Teple Misto has created a model that is connected to local reality and creates local impact. Businesses fund on a month by month basis, which Teple Misto believes is more effective than a long-term grant because it ensures efficiency and accountability.

The results

Since opening, Urban Space 100 has already financed 72 projects. The restaurant has hosted 838 events serving 316 322 guests in just 3.5 years.

The primary impact of Teple Misto's work is transforming social behaviour and building trust between different

stakeholders. They have national and international ambitions to scale the impact they make in sustainable way. Teple Misto do this by operated an 'open coded platform' which means that they openly transfer their experience to anyone. For example, The Urban 100 model will be replicated in a number of cities, beginning with Urban Space 500 in next in Kyiv, which will generate income for Teple Misto through a franchise fee.

Teple Misto's next project is the launch of "Promprylad. Renovation" – an ambitious innovation centre and creative hub at the intersection of informal education, contemporary art, new economy and urbanism, based at the former Promprylad Plant.

Teple Misto are creating successful case studies and success stories with the aim of changing the vector of development in the city and beyond.



Lessons learnt and advice

Be values led: Teple Misto are guided by their core principles of openness, proactivity, dignity and warmth which underpin all of their work.

Aim for independence from the outset: Fylyuk’s background as a successful entrepreneur has meant that Teple Misto have aimed to create sustainable business models from the outset, taking an asset-based approach.

Aim for efficiency: Even if you have funding, it’s important to remember that it is not your money and you should aim to be as efficient and productive as you can.

Create a mix of business functions: Understand which activities have the potential to generate a profit or surplus and which do not, so that the overall position is positive.

ABOUT THE AUTHOR

Ellen O’Hara is an independent coach and consultant in creative and cultural enterprise with 18 years experience spanning the private, public and third sectors. She has designed and delivered enterprise and business development programmes for Nesta and Arts Council England (Digital Arts & Culture Accelerator), Innovate UK (Enterprise Skills for grantees), British Council, Creative United, and the Clore Leadership Programme.





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