

# June'18

## **WL NEWS**

Issue 11. Leisure for transformation,  
the transformation of leisure





# Editorial

Dear members, dear colleagues,

I am sure that you may have thought more than once on the power of leisure for transformation, and the transformation and evolution of leisure in itself. Well, in this issue and taking the opportunity of the leisure academics and professional guests that we had at the WLO Scientific and Technical Office, we dedicate some pieces in different sections to show you how this has happened in the city of Bilbao as a case of transformation, and seen from very different perspectives.

In this Issue we must highlight the importance to announce that due to the success of previous editions, the World Leisure Organization and Hangzhou Municipal Government have now agreed to strengthen the mutual cooperation and entered into an agreement to host permanently the WL Expo every two years in the continuously transforming and innovative city of Hangzhou.

You are also invited to read, and join for those interested, the Leisure Management Special Interest Group, and two articles with open access related to this topic; our monthly job opportunities and upcoming events and to meet and greet, Martin Rodríguez Alberdi, our new intern starting next week, and for the upcoming two months.

The journey of this issue ends with the interview encounter with the director of the international *avant-garde* culture centre in Bilbao, [Azkuna Zentroa](#), Fernando Pérez, sharing with us his vision on contemporary challenges and opportunities of former wine cellar to a fully renovated, and three building integrated, eight year old international culture centre.

Thanks for reading!

Yours truly,

Dr. Cristina Ortega Nuere  
WLO Chief Operating Officer



# WLO Highlights



**World Leisure Organization and Hangzhou Municipal Government have now agreed to strengthen the mutual cooperation and entered into an agreement to host the WL Expo every two years in the city of Hangzhou, China.**

Dr. Roger Coles, WLO Chairman, Dr. Cristina Ortega, WLO COO and Mr. Jack Agrios, WL Legal Advisor, traveled and meet Mr. Xie Shuangcheng, Hangzhou Vice-mayor and representatives for the official signing ceremony of this agreement in the city of Hangzhou on 18th. May, and we are delighted to announce that based on the success of previous editions (2006, 2011 and 2017), the Fourth World Expo and Forum will be taking place every two years instead of every 5 years, as it was before, and to be hold in the city of Hangzhou as permanent WL Expo host. We must express our gratitude to Mr. Jack Agrios, for leading and guiding us through all the process with his professional advice.

During the signing ceremony Mr. Xie Shuangcheng, Vice-mayor of Hangzhou, highlighted the commitment of internationalization of the city, and the image linked to innovation, new economies like Alibaba, and digital economies. To be highlighted during the ceremony was the conversation held between the Vice-mayor of Hangzhou, Mr. Xie Shuangcheng, and WLO Chairman, Dr. Roger Coles about the future of the city and the WL Expo evolution in the coming years. The city of Hangzhou has demonstrated its potential and professional understanding to host major international events, as this was shown during the G-20 Summit in 2016, and the impressive infrastructure put in place for the occasion, where WL Expo takes places too.

The WL Expo & Forum is a series of exhibits, special events, festivals and training programs designed to showcase and demonstrate leisure's potential to improve our quality of life.



## The 2024 WL Congress Bid Application is now open!

World Leisure Organization has opened the Application Call to bid for the 2024 WL Congress. We invite all the interested parties to learn more about this unique opportunity to host an international, educational and networking event by reading the official application document.

The World Leisure Congress first steps started in the 80s, and the last WL Congresses has been hosted in Rimini, Italy (2012), Mobile, USA (2014), Durban, South Africa (2016); and the upcoming ones will be in Sao Paulo, Brazil (2018) and Pinggu-Beijing, China (2020).

We look forward to hearing from you!

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# REGISTRATION OPEN!

2018 WLO Study Tour  
in Sao Paulo

August 24th. to 26th.  
(prior to the 15th.  
WLO Congress)





# WLO Insights

## The city of Bilbao seen by leisure academics and professionals impressions and captures

We must admit that June has been a very exciting and busy month, with a very international range of guests visiting the WLO Scientific and Technical Office that came to explore further collaboration opportunities and working meetings. Amongst the leisure academics and professional guests we had: Teresita Lencina, expert in Intangible Cultural Heritage, Unesco; Yvonne Klerks from WLCE NHTV Breda University of Applied Sciences and WLO Treasurer; Dr. Douglas Kleiber, WLO Research and Knowledge Transference Committee Chair, Georgia University; Dr. John Dattilo from Pennsylvania State University; Dr. Neil Carr from WLCE University of Otago; and María Luiza Souza, Fernando Tuacek and Eduardo Uhle from SESC Sao Paulo and 2018 WL Congress. We took this opportunity to ask them their impressions about Bilbao and leisure.

### **Teresita Lencina, Expert in Intangible Cultural Heritage, UNESCO (Argentina) - May, 22nd.**

While visiting Bilbao, just for a few hours, I had the grateful experience of finding a city that I did not imagined. In a majestic geography, surrounded by mountains and water, a city divided by a sea loach is settled, banks that the legendary and amazing architecture links in harmony with beautiful bridges and grand structures open to wide spaces that invite to see.

The inner tramway toured me to the most attractive spots of the city, from the historical downtown to the modern areas to find a gigantic sculpture of the Sacred Heart in the very center of the Gran Via. And further away, but just a few minutes from downtown, the San Mamés Stadium and the modern building of Guggenheim Bilbao Museum, both symbols of a city open to transformation and quality of living, to joy and pleasure.

I walked down the main streets, book stores, trendy shop and the corners that the city offers. At midday, the rhythm of the city slows down and becomes gentler. Most of the shop close, except restaurants and cafes, that invite to contemplate the city from some pergola in one of the city's wide streets, enjoying exquisite dishes.

I wanted to live Bilbao some more time...





**Yvonne Klerks, WLCE Breda NHTV University of Applied Sciences  
(The Netherlands) - June, 7th. & 8th.**

Bilbao is a pleasant and 'easy' city in the North of Spain. The inner city has been transformed in a particularly nice area for people to spend their leisure time. The inner city is not too small and not too large, not too quiet and not too crowded, there are tourists but not too many which enables you to experience the authentic Spanish feeling, many things are within walking distance and in case you would like to explore areas a bit further away, (public) transport is available and easy accessible, for example to the coastal area or to Bilbao's authentic industrial heritage. Wide pedestrian lanes make it really enjoyable to walk through the inner city and the numerous bars and restaurants give the inner city a lively and delightful atmosphere. Therefore to me Bilbao is a pleasant city, but also an 'easy' city: easy to get around by foot, easy to find outstanding gastronomy (the city counts lots of Michelin-starred restaurants and charming Basque eateries that perfectly showcase the region's wonderful cuisine), easy to find top class leisure facilities of which the Guggenheim obviously is the most famous one, but the city offers many more excellent leisure facilities; for example the cultural building Azkuna Zentroa and the high class soccer stadium of Athletic Bilbao are also located in the city center.

Most striking to me is the outstanding gastronomy of the city (the event 'The World's 50 Best Restaurants Awards' was held in Bilbao in June 2018) and the liveliness in the city center after work in the afternoon: a lot of people are out on the streets for a drink and pintxos and the playgrounds are full with children. A peaceful and relaxing atmosphere at the end of a working day, which gives a holiday feeling. Especially the playgrounds are extremely pleasurable to me, because in the country where I am from, the Netherlands, you will not find children on a playground at 7 pm.

The World Leisure Organization is committed to the belief that well selected leisure experiences improve the quality of life for all, from early-age to later life. To me Bilbao is an inspiration for this commitment of the World Leisure Organization. Many others have been inspired in the past by the transformation of Bilbao, where the quality of life is admirable. Hopefully Bilbao will inspire many more in the future who seek to enhance the quality of life in their communities through leisure. Would it be a coincidence that the Scientific and Technical Secretariat of the World Leisure Organization is located in this calming leisure city?



**Dr. Neil Carr, WLCE University of Otago (New Zealand) - June, 11th.**



Reflecting on my first ever visit to Bilbao, I found it a vibrant and edgy (in a positive way) city. It is clearly a post-industrial place, but one where its industrial roots still show through among the façade-ism that is seeking to move the city onwards. Bilbao is also clearly both a Spanish and a Basque city, proud of what it has been and what it could become. It is within the context of this melting pot that I offer up my favourite and least pictures of Bilbao.

The first picture is of the iconic Puppy that sits happily outside of the Guggenheim on the banks of the Nervión river. As a dog lover it is probably no surprise that this is a favourite picture of mine. However, it makes it to this position also because it is such a care free icon that stands in juxtaposition to the Guggenheim, which may well be an architectural masterpiece and hold wonderful works of modern art but which left this visitor feeling cold and unwanted. So it was nice after visiting it to step outside and have a little doggy love with Puppy.



My second photo is of the abattoir at the back of the bullfighting ring in Bilbao. It is a highly disturbing picture, even without a bull being dismembered by a butcher in it, that the animal welfarist in me dislikes intensely. Yet it is also a picture that shows Bilbao without the veneer of post-industrial, global, beige-ism. Instead, it is authentically Bilbao. For its honesty, and the love of the sport the individual who showed myself and Cristina (our World Leisure Organization Chief Operating Officer) around the ring and behind the scenes I love this picture.

In other words, while Cristina asked me for my favourite and least favourite picture of Bilbao I have actually provided two that are both at the same time representations of my favourite and least favourite things in Bilbao. Maybe it is that complexity that I really like most about the city.



**Dr. Douglas Kleiber, WLO Research and Knowledge Transference Committee Chair, Georgia University (USA) - June, 12th.**

About all that had changed was to see more people running, and cycling than I remember as well as more on cell phones (as seems to be the case everywhere). But once again I was impressed with how many healthy looking people, locals as well as tourists, who walked the streets all around the city (but especially along the Nervion River where the famous Guggenheim Museum stands out as a European highlight) almost every evening for exercise, socializing and the prospect of finding good pinxtos (like tapas) for which Bilbao and the Basque region, but especially the old town of Casco Viejo, are known. Of course, though, a highlight of my trip was having some time to visit the excellent "Secretariat" of the World Leisure Organization, located on the very edge of that lovey old town.





### **Dr. John Dattilo, Pennsylvania State University (USA) - June, 12th.**

Gentle paces, smiling faces  
Active walkers, welcome talkers  
Delicious food, relaxed mood  
Sips of wine, life is fine  
Well behaved pups, coffee in cups  
Bridges that connect, time to reflect  
Paddled boats, thoughts to promote  
So much art, reluctant to depart  
Old friends met, new friends set  
Lights at night, all is right  
Adventure at each turn, much to learn.



### **María Luiza Souza Dias, Fernando Tuacek and Eduardo Uhle from SESC Sao Paulo and 2018 WL Congress Team (Brazil) - June, 16th. - 18th.**

Bilbao is a city for people that welcomes all. While we were there, we were invited to share it's culture and costumes. Good food, good wine and nice places for leisure. Physical activities and culture are all around it's core – the Bilbao River estuary. A city that is blossoming to tourism, well structured and with a strong history. We felt in a city were we communicate by heart.



## **WLO Welcomes a new trainee: Meet Martin Rodríguez Alberdi from Maastrich University!**

Traineeships are an opportunity to learn from future leisure professionals and as one more proof of our commitment to the youth, the WLO warmly welcomes Martin Rodriguez Alberdi, from Maastrich University (The Netherlands). He will be collaborating with the events and communication department, and supporting the different WLO programmes like the Special Interest Groups during the upcoming two months.

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Martin Rodríguez Alberdi is currently studying two bachelors in International Business and Arts & Culture. His holistic approach towards his studies reflects his broad academic and personal interests, as he has taken courses in management, economics, politics, arts and philosophy.

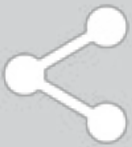
Born in Germany and having been raised in Spain and England, he is an internationally minded person always seeking to understand cultures beyond frontiers. Through his exchange semesters in both Italy and Peru, Martin gained a deeper insight on the importance of inter-cultural communication and the economic and political singularities of each



country. In 2012, as a scholarship holder of "Madrid Rumbo al Sur", he had the opportunity to participate in an awareness raising program in Cameroon, where he experienced first-hand cooperation projects focusing on the institutional constraints faced by underserved minorities.

Because of his interest in documenting and better understanding the world around him, Martin has actively participated in United Nations simulations and has written journalistic pieces for the university newspaper on topics ranging from migration policies to the role of media in shaping public discourse.

His commitment and interest with understanding the big picture of problems have driven him to pursue an internship at the WLO. At the WLO Martin expects to continue learning on the multi-faceted nature of socio-economic problems as experienced in the developing world. An active contribution in preparing the World Leisure Congress in Sao Paulo will surely provide him with specific insights on how to learn to provide first hand assistance regarding the most crucial questions concerning access to leisure.



# WLO Network

## Leisure Management SIG - Check it and join!

We are pleased to announce the establishment of WLO's Leisure Management Special Interest Group (LM SIG). The LM SIG has used the very successful Leisure Management Commission as the foundation for its shift to the WLO SIGs. The beauty of the WLO's SIGs is the opportunity address leisure issues on a global scale that can have applications on a local level. The LM SIG provides leisure professionals and scholars the opportunity to network and develop projects at an international level. Details about the LM SIG are available [here](#).

The LM SIG's overall aim is to complement the WLO vision by documenting how leisure programs, facilities and services are enhancing the human condition and contributing to communities' quality of life. The goals are evolving but are currently listed as:

- Establish the LM SIG to share information about leisure management research, practices and publications.
- Establish a database of leisure management researchers and their areas of expertise.
- Document research about how leisure programs, facilities and services are contributing to communities' quality of life.



- Document research about how leisure programs, facilities and services are helping communities in achieving the United Nation's Sustainable Development Goals (UN's SDGs).

The LM SIG membership are currently working to put some substance to the goals by determining the tasks, responsibilities and timelines for our next steps.

John Tower and Jo An Zimmermann are the Co-convenors for the LM SIG. They bring their decades of leisure management experience to facilitate the activities of the LM SIG's registered members. World Leisure Journal readers may recall that John and Jo An co-edited WLJ's Special Issue on Leisure Management – Volume 59, Issue 1, March 2017.

People wanting to become involved with the LM SIG should register their interest by contacting [WLO](#), [John Tower](#) or [Jo An Zimmermann](#). WLO members attending the WLO Congress in Sao Paulo can learn more about the LM SIG when we have our first face-to-face meeting.



## **Congratulations to the WL Chapter Quebec: The Quebec Leisure Council celebrates its 20th anniversary at its Annual General Meeting**

The 20th Annual General Meeting of the Quebec Leisure Council, held on June 13th, was an opportunity to recognize the commitment of people, to mark anniversaries, and to offer its members training and educational activities.

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## **News from UNWTO: Action on sustainability in tourism needs extra push, says new UNWTO report**

In line with its vision of advancing sustainability through tourism, the World Tourism Organization (UNWTO) released its flagship publication 'Tourism for Development' in Brussels on 6 June during the European Development Days (EDD), and called for greater awareness of sustainability in tourism policies and business practices as well as in tourist behaviour.

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**2018 WLO  
Field School  
Sao Paulo, Brazil  
AUG 24 - SEPT 1  
Grants Application  
is **OPEN!****



# Members' Voice



**Carmen Grace Salazar Salas, PhD. (Costa Rica): "I would like to meet people from different countries who are interested in recreation/leisure studies to share experiences and learn from them"**

Carmen Grace Salazar Salas, Ph.D. is coordinator of Recreation Master's degree programme at the University of Costa Rica.

**In one sentence: What does leisure mean to you?**

Leisure is an emotional disposition that allows people to get involved in activities, such as recreation, and enjoy them. Recreation includes activities performed during free time and helps obtaining integral development because their consequences are always positive. Contrary to recreation, negative diversion includes activities performed during free time that cause harmful consequences for people.

**What leisure projects, research and/or activities are you involved in?**

I am involved in research related to the Photovoice Technique, women and community. I was part of a research project regarding immigration in Costa Rica and recreation. In my free time, I love dancing, spending time with friends and family, colouring mandalas, and hand knitting.

**How do you promote the development of leisure and leisure studies?**

I founded a master's degree program in Recreation at the University of Costa Rica. I am the Coordinator of that program. In my recreation classes and in academic and governmental activities, I emphasize that Recreation is as an independent career and not part of Physical Education. This conceptualization is present in many Latin American countries.

**How did you hear about WLO?**

A colleague told me about the Organization.

**Why did you decide to become a member of WLO?**

I would like to meet people from different countries who are interested in recreation/leisure studies to share experiences and learn from them.

**What kind of synergies would you like to develop through your WLO membership?**

Those that help networking and promoting professional recreation training at my University and country.





## **Dr. Clayton J Hawkins (Australia): “Leisure is the time that I get to choose what I immerse myself in.”**

Dr. Clayton J Hawkins is Course Coordinator at Applied Business University College, University of Tasmania, and founding member of founding member of the new WLO Leisure Management SIG.

### **In one sentence: What does leisure mean to you?**

Leisure is the time that I get to choose what I immerse myself in.

### **What leisure projects, research and/or activities are you involved in?**

I teach leisure at the University of Tasmania’s new University College having recently led the design and implementation of an Associate Degree in Applied Business that includes specialisations in Tourism and Events, and Sport, Recreation and Leisure. I am currently exploring the linkage of Lean Thinking to Leisure Management, and opportunities for what role I might play within the new WLO Leisure Management SIG. In my private life I am a cricket player, coach, and administrator. I have coached senior female teams and led junior development programs. I enjoy undertaking strategic leadership roles in clubs such as program development and committee roles. I enjoy performing as a musician and have a keen interest in online leisure.

### **How do you promote the development of leisure and leisure studies?**

I lead leisure teaching (e.g. leisure management/planning, event management, business of leisure) with a particular focus on leisure management practice. I am actively engaged in leisure development for the future of Tasmania through various advisory groups and programs, and I hold positions as a Fellow of the Institute for Place Management and a board member of the ANZALS. I was the 2017 co-convenor of the ANZALS conference in Hobart, Tasmania with a theme of Leisure for Social Change.

### **How did you hear about WLO?**

Through a former ANZALS President linked to WLO.

### **Why did you decide to become a member of WLO?**

I am a founding member of the new WLO Leisure Management SIG.

### **What kind of synergies would you like to develop through your WLO membership?**

Identifying best practice globally in leisure theory and practice to inform the next generation of leisure scholars and practitioners.



# Publications



## **(FREE) ACCESS a selection of *World Leisure Journal* articles related to Leisure Management and the case study of the city of Bilbao as leisure transformation - transformation of leisure**

We have selected some of the recent, most relevant articles published in the *World Leisure Journal*. Thanks to Taylor and Francis' generosity, they will be available with free access until the end of July. The articles related to Leisure Management are: "[Are they having fun yet? Leisure management within amenity migration](#)" (2016) by Joe Pavelka; and "[The five-factor model for leisure management: pedagogies for assessing personality](#)" (2015) by Andrea Anderson. On the other hand, the articles related to leisure transformation and the transformation of leisure are: "[Leisure, making innovation a tradition – the role of leisure in a city's transformation: the case of Bilbao](#)" (2016), by Roberto San Salvador del Valle, Cristina Ortega & Manuel Cuenca; and "[Leisure, Culture and Political Economy of the City: A Case Study of Bilbao](#)" (2011) by Julia Ma González Ferreras.

**[READ MORE...](#)**



# Opportunities



## OPEN POSITIONS: Apply and develop your professional career!

Leisure professionals are a main pillar of WLO's mission. If you are looking for new opportunities in the leisure management area, check this selection by our partner [Leisure Media](#).

- [Head of Quest - Operations Management \(UK\)](#).
- [Senior Lecturer in Sport Business and Management \(Chichester, UK\)](#).

Find these and many more offers of leisure management posts at [Leisure Opportunities!](#)

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## Reminder: Call Innovative Leisure Practices VIU is still open!

The World Leisure Center of Excellence in Sustainability and Innovation at Vancouver Island University (Canada) is inviting case study proposals to be included in the fourth annual volume of Innovative Leisure Practices. The intent of the volume is to provide a forum for the exchange of innovative practices in leisure. Innovative practices are designed as any unique, modern or promising approaches, strategies or techniques that have been used to address current issues, opportunities or trends in leisure. These can be practices conducted at a societal, community, or organizational level in either the field of practice or in leisure research. **Deadline for submissions: 15 September 2018.** Learn more about this publication and the submission guidelines.

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# Upcoming Events



## ISTO World Congress (Lyon, 16-19 October)

ISTO World Congress will be taking place in the city of Lyon (France) from 16th. to 19th. October 2018, with the title "TOURISM IN ACTION - Innovate, Develop and Share" Check for practical information and registration procedures in their websites.

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## European Heritage Days

The **European Heritage Days** are the most widely celebrated **participatory cultural events** shared by the citizens of Europe, check out the activities and opportunities in the official website.

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**Register!**  
**NOW!**  
**Become a WLO**  
**Member and get**  
**50% discount!**





# Encounters

**Must read interview! Reflections and sharings from the new Director of the international *avant-garde* culture centre Azkuna Zentroa, located in the city of Bilbao, about leisure, culture and contemporary society challenges and opportunities.**



Azkuna Zentroa: from a former wine cellar to a fully renovated, and three building integrated, eight year old international culture centre. When reading Fernando Pérez interview, it feels between a deep immersion in current leisure, culture and society matters; and a future but realistic vision of positioning a culture centre considering at international level with the contemporary opportunities and challenges of society. He guides us from the new idea of general management, to the importance of community and current technology trends and the challenge of time management. At last but not least, he recognizes, the “triangle” of art in the city of Bilbao, the Guggenheim, the Fine Arts museum and the Azkuna Zentroa, they complement each other, offering different services having art as the main axis and creating an important level of reference.

From WLO we send special thanks to Fernando Pérez for his time dedication, openness and willingness to share with us his knowledge and thoughts.

**Could you describe Azkuna Zentroa? What does the user find when she/he comes here?**

Azkuna Zentroa is an integrated center where art and contemporary culture play a significant role. Located in the downtown area of Bilbao (Indautxu neighbourhood), this building has more than 35,000 square metres. Azkuna Zentroa itself is eight years old now, however, before its recreation, it was a former wine cellar. This building also provides the public with a positive contrast of a building whose outside is more than 100 years old, but which inside has other three buildings integrated. My idea as the director of this center is making it an international center of culture and society.

It is from the idea of public service that other services are created. For instance, we can find the sports center, a public library which is integrated in a media library, or even work related to cultural production, including different areas, such as music, audiovisuals, cinema and so on.

Azkuna Zentroa has a specific management model based on a single-member limited company. It is a paramunicipal company which has a significant degree of self-financing, which is a particularity in comparison to the rest of the cultural centers of the city (45% of the budget is self-funding from the own services the center offers and the resources of our store, among others). The remaining percentage is municipal contribution, which mainly comes from programming.

### **What is the user profile of Azkuna Zentroa?**

It is a very varied profile, we usually refer to it as "public" and "not public". I would say that there are even more profiles than services offered. These profiles include from the youngest (in their different economic levels, migrants, residents who live close to the center), to all ages.

We recently did an observational study for 4 months to not only work on the quantitative level, in which we can find around 1,200,000 users, but also on a qualitative level. This last gave us 10 different profiles, including those users who would most recommend the center or those who just give it the value of a calm space to meet.

We want to consider public as different communities, with the belief that there can be an artistic-local community, as well as people linked (or not) to the area, sectoral communities and so on. Therefore, the idea of this new management is to show that beyond art there can be a social community.

Which changes do you consider the main ones at leisure and culture level?

From a global perspective I would say there are four or even five major changes:

- New technologies

We are integrating technologies in the most natural way, it is almost an unnoticeable change for us. I also find it interesting how the technological world is artificially creating or recovering some analog worlds.

I think this is all linked to communication. At the time, the milestone was the press, then the TV arrived, and right now it is the mobile phone. Surely technological trends will surprise us in about ten years.

Related to all this, I also consider important the acceptance capabilities we nowadays have of the upcoming. The own use of public space that is almost contaminated by technologies recommending us to act in a specific way).







#### - Time management

We do not have time. Time management is a real matter nowadays. We tend to believe that the one who goes faster is the one that is most developing; that those who have a more stressful rhythm, are those who live better (although it could be the opposite).

I also find interesting what you were mentioning previously about the resurgence of the analog from technology, it is very curious how that "fast life" has brought back the slow food, slow leisure and kilometer 0 among others.

Yeah, definitely, it is funny how we now value what was not valued at the time, when we have already reached the opposite end. We want to accelerate so much everything that I would not be surprised that we soon begin to name things as "22nd century".

#### - Approach on the rural and urban and managing public spaces

For instance, about the rural and urban topic, why do we consider the urban to be the opposite of the rural? And why do we think that the international is what is foreign for us?

Regarding the management of public spaces, who has to manage this? Is administration in charge of it? Is it always vertical management? To what extent is there accessibility? Are cultural rights for everyone?

#### - At the social level: the management of differences

Diversity has to be real and among the majorities and minorities. We must begin to reflect and consider ourselves minorities. However, managing minorities is a challenge in leisure. How can we manage interrelation, empowerment, affection and consideration of people as different and complementary minorities? I believe we really need to work on the essence. Otherwise we are going to build such an artificial society that we will not even recognize ourselves.

#### **And which would you say are the main changes here in Bilbao? From here we can perhaps deduce some tendencies...**

I think they are similar to the ones in the rest of Europe, there is a standardization of public and commercial spaces and entertainment. It is very important not to work focusing only on the short term and the identification of leisure. I think it is very interesting to include leisure and culture in daily dynamics, as a cross-functional education.

I would really like to work more on individuals and small groups rather than on masses of people, but currently we live in a moment of mass. Much work has been done on the centralities, but I consider we should concentrate on the periphery and work it as a value, regarding the arts, culture and education.

I also think we have to work a lot on balances because art resides in its management (balances between central and peripheral work, the local and international). Bilbao should work much more its essence because it is very interesting not to lose the words and images of past years. For instance, what happened to the old factories or past stories? Those things are irrecoverable, and we should be reconstructing from them, and not letting them behind, because this could be a prototype of what happened in Europe and even at a national level during the past years. The history and recent memory of the city could give much value to leisure in Bilbao.

#### **Which competencies do you consider culture and leisure managers should have?**

I think we must rejuvenate cultural management. It would be nice to try to join levels and create more layers between the organizer and the public, because this would dynamize the sector of cultural managers and create more stairs from where to manage and what to share.

There is a need of having both artists who can manage and managers who feel closely linked to art and culture. Institutions should allow themselves to be "hacked" somehow so that small entities can gain greater relevance. I also think that the private sector is very weak and so is the artistic, however, institutions need this sector, therefore the ecosystems should be much wider, they should be interrelated.

In my opinion, Bilbao is healthy at a cultural level, but it could be more coordinated, more generous. This would open up a lot of ground for new cultural managers. If we consider culture as something broader than a department of culture, it would make sense in areas such as business, economy or even justice to include it. In this way, it would not be a role directly linked to "organizer of different stuff".

### **If you want to share with us something about the future of Azkuna Zentroa ...**

Taking into account the center's path, I have in mind different lines for our main objective, which is to create added value.

I would like Azkuna Zentroa to be an international art and society center with a clear identification, working both in contemporary culture and art, as a paradigm of a city of quality, where there is a balance between the local and international and, above all, where education and mediation are linked to programming from the very beginning. Apart from the previously mentioned, sustainability, working with immense minorities and searching new audiences are other lines to consider.

I am also very interested in the "triangle", which includes the Guggenheim, the Fine Arts museum and the Azkuna Zentroa. I think we are very complementary, we could consider ourselves as a triangle that offers different services, having art as the main axis and creating an important level of reference.

### **About yourself: Have you always worked/been interested in the cultural field?**

I studied Basque philology, but I have always been very attached to culture. I think I am one of the last cultural managers who come from sociocultural animation, what in the 80s was considered "free time" in the social and artistic and cultural lines.

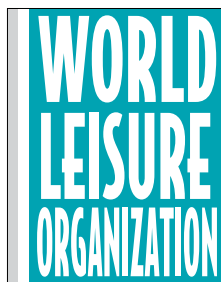
It has to do with my way of being: I am a very curious person, everything seems interesting to me, so my desire to generate ideas and, above all, to connect them, come from there. In my leisure time I work in my garden, I read, I take care of my friends, I have fun (sometimes). I also think that spending some time observing what surrounds us is very important, which nowadays is a lost practice.

There is a street theatre company, *Trapu Zaharra*, which is magnificent, I think those actors are great philosophers of everyday life and they are very funny as well. One of them always says "I'm very busy, very busy". I find this funny, because it is true that when we are asked "how are you?" we always tend to say that we are OK, but busy.

[Link to website](#)

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## WORLD LEISURE ORGANIZATION (WLO)

World Leisure Organization is a non-profit organization registered in the State of New York in Special Consultative Status with the UN Economic and Social Council since 1990.

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