

Progress Report of “Eleusis 2021”



UPDATE REPORT ON THE SECOND MONITORING MEETING OF THE MONITORING AND ADVISORY PANEL FOR THE 2021 EUROPEAN CAPITALS OF CULTURE

Progress report based on the panel's recommendations (from both post-selection monitoring reports)

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1. Long- Term Strategy

1.1 Integration with the Municipality of Eleusis

The Municipality of Eleusis has set its *cultural strategic goals*, which can be found in the ratified documents, recently uploaded to its website (in Greek <http://www.elefsina.gr>). The municipal cultural and social organizations (PAKPPA, KEDE) have also brought their business plans up to date and are focusing on:

- a. upgrading and expansion of their cultural programme and year-round activities;
- b. involvement of social groups and organizations in their activities; and
- c. advanced planning in accordance to the strategy of Eleusis 2021.

Even though the municipal cultural strategy plan 2016–2025 sets specific *indicators*, their measurement by the Municipality has not yet started. Such indicators are:

- Annual per capita investments on culture, their progress over time and the comparison with per capital investments of other municipalities.
- Total cultural investments (per action and year, specific goal and year, general goal and year).
- Number of persons employed in cultural and creative professions.
- Number of beneficiaries from programmes in the culture sector (per annum).
- Overall impact of the cultural sector on GDP of the Municipality of Eleusis.
- Overall annual participation in cultural events in Eleusis.
- Number of new enterprises active in the cultural sector (per annum).
- Number of completed actions for the support of local creative entrepreneurship.
- Number of cultural events held.
- Number of cultural venues and infrastructures that are currently being upgraded, expanded or maintained.
- Number of visitors of the Municipality of Eleusis, annually.

The *municipal cultural strategy* needs to be revised every year, in accordance with the evaluation results. This strategy needs to be more specific about its goals and the distribution of the city's cultural functions, all the more so, as it will be necessary to incorporate into the Municipality's policy institutions included in the Bidbook and emerging as a legacy of the ECoC.

In **Annex 1.3**, the Municipality's *international collaborations* and its participation in European programmes and networks are briefly presented. In the meantime, the ECoC has participated or hosted several European networks (Pilot cities, Atelier, Fab Lab network, etc.) and has invited municipal officers to participate and possibly establish new collaborations with those networks. It is often difficult for the municipality to follow these procedures, mostly because of issues of understaffing.

According to the panel's recommendation on the definition of the ECoC evaluation, indicators need to be well tuned with the *city impact objectives*, to account for the transformation expected in the city, beyond the ECoC year (**Recommendation 4**). It is

important to indicate that the specific indicators used within the evaluation procedure are chosen according to the estimate of researchers after analyzing the local cultural profile through a social survey (November 2018).

1.2 Evaluation and monitoring

Following the EU recommendations and directives, the ECoC has proceeded early on, from the beginning of 2018, with the *evaluation* work. Following a relevant selection process, it committed to a cooperation with the National and Kapodistrian University of Athens, namely with Professor Nikos Panagiotopoulos and his team of researchers. The budget for the project is similar to other ECoCs. However, there are many difficulties in cooperating with the contractor, due to a lack of clear understanding of the EU's demand for evaluation, most of all, in terms of EU guidelines on indicators. Also, the deliverables to date are obscure and contain judgments that are not sufficiently documented and rather demeaning to the citizens of Eleusis who are described as "culturally needy (poor)" and of "low taste"¹. Although the theoretical tenet is Pierre Bourdieu's social capital, the researchers' exploration on the formation of cultural capital among local social classes, their differentiations, etc. leaves much to be desired. Data without insufficient documentation, and with a complete lack of a structured quantitative format, as required by the EU, are neither usable nor can be made available publicly. The efforts made so far, at both executive and BoD level, to find a common ground (based on the EU Guidelines) and establish an understanding have been fruitless. Thus, the ECoC is in the difficult position of having to re-evaluate this cooperation.

At the same time, the ECoC team is conducting its own empirical research, resulting from feedback forms created by the team itself. These feedback forms are delivered to the research team in order to provide some more statistical data².

The ECoC team considers this data collection necessary and often redesigns the feedback forms and re-examines the content, besides the impact research team's work. Following a first examination of data and facts concerning the spread of economic implications and outcomes on the local society and economy on the one hand as well as, the activation, participation and involvement of audiences and citizens in the ECoC programme on the other, some first conclusions – still in progress – have been drawn by the team concerning:

- a. Income spread in local businesses (transactions and number of businesses) indicating the extent until today;
- b. Activation and registration of homes as tourist short-term accommodation (number of new registrations, average length of stay);
- c. Development of citizen awareness of new original cultural events and web search results (number of searches with relevant entries).

After systematic and methodical processing, statistical data will assist in calculating new job openings directly and indirectly related to the CCE (number of jobs) and the number of

¹ Annex 1

² Annexes 1.2.1 -1.2.8

employees of bodies who came into contact with, or contributed towards, the design and activation of the ECoC (number of individuals), etc.

1.3 Legacy

During the past two years, the CEO has worked closely with executives of other past or current ECoCs in order to collect useful information about successful cases of legacy management or not so effective schemes. More specifically the CEO has worked closely to cities as Mons, Pafos, Essen, Aarhus, Leeuwarden, San Sebastian, Wrachlaw, Matera and several more, collecting ideas, procedures and best practices. The new Directorate assisted by the BoD experts, the CEO the Legal firm contractor will design a specific legacy plan.

The *legacy* of the ECoC to the city can be divided into 4 specific categories. In the annex³ there is a brief description of each institution and in chapter 5 a detailed description concerning the strategy of the ECoC legacy to the city.

In accordance with the programme of Eleusis 2021, there will be a further addition and establishment of 5 big *new cultural institutions*, two of which (CULTURE 2030 & SYNIKISMOS FESTIVAL) already begun their pilot operation last year, in order to prepare the ground and peak in 2021. They will have, thus, become powerful and inseparable elements of the city's cultural identity. The 'observatory of cultural capital' will be added to the above 5 cultural institutions. This is part of the research on the monitoring of the programme evaluation to be completed in 2025 by the National and Kapodistrian University of Athens.

Meanwhile, through the reinforcement by the Eleusis 2021 programme, the city is continuing with *co-productions and co-funding* of 3 institutions that have already been connected to the city and its identity for several years, aiming at their further empowerment: ATTIKO SCHOLEIO, HerMa, and the art section of the Aeschylean Festival. At the same time, it is examining possible proposals for long-term funding through European programmes (e.g. Creative Europe).

Finally, the ECoC legacy will bring some new realities to the city⁴, not only through its operation, but also through the regular production of cultural events and the *know-how* that has been accumulated over time. Its management should therefore be fully included in the cultural strategy and distributed to city organizations and bodies, beyond the ECoC year.

2. Programme

2.1 Course of artistic programme development

The Artistic Directorate hired personnel (Directors/creative producers) in March 2018. The General Artistic Directorate operates at three parallel levels: At the level of concept

³ Annex 1.4

⁴ Annex 1.4

building, at the level of project management (developing the concept into a project) and at the implementation/production level (turning the project into specific events).

Priorities & Goals 2018:

- 1) The development of the greater part of the programme, namely the passing from the concept stage to the project management stage. The development was made by time priority, meaning, on the one hand beginning from those projects that had been stated in the Bidbook as already starting in 2017, and on the other hand, emphasizing the development of the main legacy institutions: Synikismos Festival, Culture 2030, FabLab, Ecoculture Festival. Furthermore, we have focused on the development of projects related to creative industries, an area which had not been developed in the Bidbook and had been pinpointed as an area of focus by the ECoC Expert Panel.
- 2) The development and launch of multi-annual participatory projects, so as to increase the participation of the local population on the Eleusis 2021 programme.
- 3) Mapping of the city's audiences, with an emphasis on cultural bodies as a basis for audience development strategy and mapping of the creative industries of the Thriassian Plain, as had been requested by the ECoC Expert Panel. Implementation of the first actions of audience development and citizen' participation in the co-creation of the Eleusis 2021 programme.
- 4) Developing connections on the one hand with European networks and on the other hand with cultural bodies and artists in areas of particular interest to us (Balkans, Arab world).
- 5) The development and submission of applications for Creative Europe Programme, with an emphasis on multi-annual projects, given that the Company's term of office ends in 2022, our last opportunity for application to participate in such projects was by 2018 or early 2019.
- 6) The continuation of activities that are already being implemented since the candidacy phase and are repeated annually: European Music Festival, Attica School of Ancient Drama, Visual art installation at the Elaiourgeio, HerMa.

Achievements in 2018 (in relation to the above goals):

- 1) In a very brief period since the hiring of personnel, 80% of the programme had been designed, as is noted in the letter of the ECoC Expert Panel following their visit in July 2018. With respect to the legacy institutions, FabLab has been designed, as well as our main guidelines for our policy and project development in the field of creative industries. These mainly involve: (a) the operation of the FabLab; (b) the creation of a project (Downtown Creatives) which aims to offer empty shops in the city centre to creative professionals, in order to strengthen the city's creative economy; (c) the particular emphasis from all sectors of creative economy on ceramics and fashion; (d) the development of a focus within the programme on digital arts through, research / contact with artists who combine new technology and scientific developments with art.
- 2) The Synikismos Festival has been developed, as well as the enhancement of the visual arts sector through the initiation of the residency programme "Initiator" and a cooperation project with the Athens School of Fine Arts (A.S.F.A).

- 3) We have developed another legacy institution, the “Culture 2030” programme. In these three areas, we have developed the first editions of specific activities, namely Synikismos Festival 2018, Initiator artists in residence programme, the Culture 2030 Meeting and training programmes for the Eleusis 2021 team, namely Mentor’s Residency and In Situ training for production in public space. Finally, the Pilot Cities programme was launched, which aims to the development of a new cultural strategy for the city through participatory processes.
- 4) Three of the six multi-annual projects have been developed (The Eleusinians - former “From the Mourning Rock to Eleusis”, Eleusis Terracotta Army and Local European Histories). One of them has started (The Eleusinians), as the artists was the only one able to meet the requirement of providing a guarantee of 5% of the total budget.
- 5) The 2 mappings were carried out (of Eleusis cultural sector and of the creative industries of the Thriasian Plain), the audience development strategy has been developed together with 3 main audience development and audience engagement programmes namely: EUphoria Walks, Teen Labs and Youth Labs, that run all year round.
- 6) We have continued the development of international networking, with an emphasis on areas of special interest (Cairo, Palestine, Izmir, Serbia, Kosovo), as well as with an emphasis on strengthening our relationship with European networks, more specifically with Culture Next, Culture Action Europe, ietm, european festivals association, United Cities and Local Governments, which led to cooperation actions, which relate both to 2018 and the following years.
- 7) Significant progress was made in our collaborations with European networks and European artists. Our legacy institutions, “Synikismos Festival” and “Culture 2030 Meeting”, had a strong European dimension from the start, due to the participation of professionals and artists from various European countries.
- 8) We began our cooperation with the European networks Culture Action Europe and UCLG within the framework of the Pilot Cities programme, In Situ within the framework of the training programme we organized for production in public space and with the European Festivals Association, with which we co-organized the first Atelier for Festival Managers, tailored to the local needs of a country. The first Atelier for Greek Festival Managers was held in February 2019 and received a great response. We received 69 applications in all, for 25 participations.
- 9) At the same time, we designed a long-term cooperation with efa, which includes the organization of the 2nd tailor-made Atelier for Festival Managers in February 2020, which shall address not only Greeks, but also professionals from the Balkans and the Arab world, the organization of the International Atelier for Young Festival Managers in June 2021, the organization of 2 Ateliers for Production Managers in 2020 and 2021, which will be held in cooperation with the Arab Arts Fund for Culture and will be addressing professionals from Greece, the Arab world and the Balkans, the festival Readings programme, held at the same time as the Synikismos Festival, as well as an exhibition of the history of European cultural policies and festivals in post-war Europe, which shall be one of our big exhibitions for 2021. Finally, with IETM, we designed the ietm campus, a training programme for performing arts professionals

on working internationally, which shall be held in June 2019, in parallel with the Synikismos Festival.

- 10) Initiator, the first international artists in residence programme, brought together 6 young artists from Greece, France, Germany and Kosovo. For this project we have collaborated with the Museum of Contemporary Art of Vojvodina in Novi Sad. The same format will be followed for another residency programme addressing performing artists, which is, which is planned to begin in 2019. Also, we have strengthened our collaboration with other ECoCs, participating in ECoC Neighbours Day in Leeuwarden, in the 100 First Timers in Kaunas and in the opening celebrations at Matera 2019 with the Eleusis Municipality Philharmonic Orchestra.
- 11) The activities that are repeated annually since the candidacy phase have continued (Attika School of Ancient Drama, HerMa, European Music Day), while the annual large scale visual art installation at Eleourgio has been designed, but not implemented due to problems that arose in the use of the Elaiourgeio premises and with the issue of the letter of guarantee of 5% on behalf of the artists (s. below).

Goals for 2019

- 1) The beginning of projects that have not started yet due to administrative complications. Most of the multi-annual projects, as well as a number of projects with high budgets have not started yet, as they required a letter of guarantee on behalf of the artists, a requirement that most of the artists couldn't respond to. The problem has been solved through a new legislative regulation designed especially for Eleusis that was approved by the Greek Parliament in the beginning of April 2019.
- 2) In relation to the legacy institutions: strengthening of existing ones (Synikismos Festival, Culture 2030 Meeting – training programmes – satellite meetings, Initiator) and launch of those that haven't started yet (FabLab, Ecoculture Festival and Downtown Creatives).
- 3) Development (passage from the concept building phase to the project management phase) of the Flagship Events (Opening Ceremony, Sasha Waltz, Romeo Castellucci) and drawing up of contracts by the end of 2019 to early 2020.
- 4) Operation of theatre stage.
- 5) Development (passage from the concept building phase to the project management phase) of all projects presented in the Bidbook that are being implemented in 2020 and 2021 (such as indicatively, Sound Factory, Go Live!, Alienation).
- 6) Enhancement of participatory activities such as Youth Labs and Teen Labs into specific activities. For example, the EUphoria walks, which were launched in 2018, were carried out for several months by the Eleusis 2021 team. Gradually, citizens and groups started joining them, adding their own stories to the walks. The target for 2019, is for the city's associations, but also citizens' groups, to each formulate their own walks. Likewise, Youth Labs and Teen Labs are to develop their own projects and activities and the groups of Pilot Cities, which is the participatory platform for the development of a new cultural strategy for the city, are to go ahead with proposals of specific activities.
- 7) The design of our collaboration with Japan and the EU Japan Fest.

- 8) The launch of our first educational programmes (History and `Stories, the Journey of Euphorides the Seed, the creation of an educational programme in the form of a mobile suitcase that can travel in schools all over Greece on the overall programme and philosophy of of Eleusis 2021) and the design of individual educational programmes for the main exhibitions of the programme.
- 9) The development of collaboration with neighbouring municipalities and other Greek cities.
- 10) The completion, towards the end of the year of 90% of the 2021 programme at the stage of production (passing from the project management stage to the stage of implementation / production). The prerequisite for achieving this goal is the clarification and finalization of the available venues and available budget for the artistic programme.
- 11) The invitation, towards the end of 2019 and early 2020, to an open call for proposals, depending on available budget and available “space” within specific programmes of the overall programme. Priority will be given to proposals from the local community and local cultural institutions.

We present the full programme in an Annex. We wish to note that finalization of projects and actions requires the finalization of available venues and artistic programme budget.

2.2 Changes in relation to the previous evaluation

We have proceeded with the following minor adjustments in relation with the programme, as submitted for the previous evaluation:

- 1) *Merge of “Balkan Agora”, “Aeschylus” and “Distant Relatives” projects in the Synikismos festival/ Agora for Europe.*

This is, essentially, a technical change, as in the Bidbook these specific projects are described as making up Agora for Europe 2021. The implementation process towards Agora for Europe in the ramp years takes place through the Synikismos Festival, which is one of Eleusis 2021 legacy institutions. Besides the projects, during the Synikismos Festival, European networking meetings take place (in 2019 in cooperation with the Office National de la Diffusion Artistique of France and the European Festivals Association) and international training programmes, such as ietm campus, as well as “Kafeneia”, that is discussions which gather residents and theorists together at the same table to discuss current social and political issues.

- 2) *Unification of residencies within the Initiator International AiR programme, which has an edition for visual artists and another for performing artists.*

Instead of individual residencies, we proceeded with the development of a unified programme, which offers us the possibility to host groups of artists from different countries, in order to create conditions for the promotion of intercultural dialogue.

- 3) *Reduction of the AgriCulture programme budget by € 200,000, in relation to the City Mysteries programme.*

As the design of the AgriCulture programme has not progressed sufficiently and there has not been great response, we transferred an amount of € 200,000 to the City Mysteries programme, for which a number of interesting ideas arose from

resident artists, which we can make use of in the following years' programme, particularly in 2021.

- 4) *Allocation of a large part of the "Other" category towards the establishment of a permanent performing arts activity with a special focus on contemporary circus, through the development and operation of a permanent theatre space.*

The category "Other" had emerged from the first programme reform of the first evaluation, following the ECoC Expert Panel's recommendation to create a space for ideas that might arise on the way. Through the procedure to date, an important need of the city has been demonstrated, which the ECoC could meet, leaving an important legacy at the same time. This relates to the existence of a permanent activity in the city during the winter season, particularly in relation to the performing arts (theatrical and musical activity, since so far performing arts are limited to the summer season). This need would be met by the creation of an indoor theatre space operating permanently in Eleusis, which could host events (performances/concerts/screenings) by local cultural institutions and also provide a regular artistic programme made up either of new productions or invited shows (theatre, dance, circus, concerts) during the winter months. According to the planning of the Bidbook, such a space was expected to have been created by the Municipality by 2018 in Eleourgiki. The operation of this infrastructure was responsibility of the Municipality. Given that the project is long overdue, we consider it crucial to give priority to such an activity.

- 5) *New focus on Circus*

Furthermore, from our experience in hosting Baraka contemporary circus Company in late 2017 early 2018 and the great response we had both from the local audiences and audiences coming from many different parts of Greece, we have decided to focus on the area of contemporary circus for two main reasons: First, because it is a form of art accessible to broader audiences, particularly children and families and second because contemporary circus is not developed in Greece. Thus, Eleusis could be established as a centre for this specific art sector, a fact that would differentiate the city's cultural offering from the one of Athens.

2.3 Responses to the ECoC Expert Panel's Recommendations

"The integration plan for the neighbouring cities of the Western Attica Region needs to be clarified, in particular regarding cultural and creative industry strategies."

With regards to *cultural strategy*, we plan to focus a great part of satellite meetings of the "Culture 2030" programme on neighbouring cities. Thus, they will have the opportunity to develop their cultural strategy, building on the know-how and international network of Eleusis 2021, to produce a first mapping of the cultural profile of the neighbouring cities and to connect local cultural actors with contemporary artists and culture professionals from Athens and abroad. Eleusis 2021 undertakes the responsibility to curate the satellite meetings in partnership with the neighbouring cities, to draw up the reports, and to bring the cities in touch with artists and professionals that match their needs.

In terms of *creative industries strategies*, the mapping carried out by Eleusis 2021 included the neighbouring region. At the next stage, priority will be given to creative professionals of the surrounding region, both within the framework of FabLab, in terms of organizing specific events and activities together with professionals from the surrounding region, but also within the framework of Downtown Creatives, that is the provision of space for permanent establishment in Eleusis

With respect to *participation of the neighbouring cities* in the cultural programme, a project has been designed in collaboration with the city of Megara in the framework of the Agriculture programme, curated by Dimitris Michalaros (KatArt-e organization). The project invites visual artists to have a residency in agricultural units in Megara and finally create edible sculptures, which will be exhibited in the central square of Megara and consumed by the inhabitants in a big festival. Furthermore, the project “On the way to Colonus” by the artist Loukia Alavanou, consists of a workshop with Roma children and musicians in Nea Zoe in Aspropyrgos and research in the broader region which will result in a video art project. The workshop will include the creation of a film with masks, animation, recordings and experimentation with VR technologies with Roma children of primary school age, who will perform and render in their own way Sophocles’ play and concepts of migration, nomadic life and the environment. We have also started collaborations with the Skironeio Polychronopoulos Museum in the Megara region, through the IETM Campus training programme, which will make use of the museum as the main venue for the campus’ activities.

Finally, the *neighbouring municipalities* benefit from the horizontal diffusion of our actions, such as the “Eleusis Terracotta Army” which will include workers from the Aspropyrgos factories, the Opening Ceremony where the inhabitants of the neighbouring municipalities will be involved, the Art@work programme which calls on companies to host artists, the Eleusis 2021 training programmes, etc.

3. Capacity to deliver

The strong political support is reflected in the consistency of funding from the Municipality, the Region, the Government and the Ministry of Culture and Sports.

3.1 Political support and collaborations

In the summer of 2018, during the visit of the EU Committee of Experts, the committee members met with Deputy Minister of Culture, Mr. Constantinos Stratis, who until then was responsible for monitoring the work of the ECoC21. He and his office supported the restructuring and reinforcement of the Board of Directors (BoD) of the ECoC in line with EU recommendations. This work was completed by the new Minister, Ms. Myrsini Zorba, who took over after a restructuring of the Government (September 2018). Then, in the context of the redeployment of the responsibilities of the ministry, the new Minister assumed the competence of the ECoC issues and appointed a new adviser as a liaison with the BoD.

The new Minister's office supported and promoted the completion of three legislative amendments (ECoC's and sponsors' tax exemption for grants as well as artists' exemption from depositing a performance bond). However, increased funding from the Government is

conditional on performance from the part of ELEUSIS21. The ECoC21 Management considers that the cooperation with the new Minister's office would profit from a more systematic exchange so that operational issues can be dealt with more directly.

During the current year, national authorities have responded with legislative regulations in order to facilitate the process of the ECoC 2021 project, following regular collaboration of the Board of Directors and the administrations of the competent Ministries, as presented in detail in Chapter 5 and the relevant tables.

In other levels of collaboration with the central government we shall mention the direct collaboration with the Ministry of Culture and Sports and its local authorities, with regard to the progress of the project of “renewal and re-use of the building of the Old Town hall” that is included in axis A.1 Activation of buildings and spaces in the frame of the Company’s operation” as described in the infrastructure strategy below.

The Ministry of Energy and Climate Change has completed the “Study of Unification and Highlighting of Archaeological Sites and Monuments with Elements of Urban Reformation” and has communicated urban interventions such as the reorganizations of the coastal front, the east entrance into the city and the entrance to the archaeological site. The Ministry of Culture and Sports has also announced a programme of interventions such as the upgrading of the archaeological site and the rearrangement of the archaeological museum.

The Municipality is making efforts to promote the completion of basic infrastructure projects to which it is committed as described in the Bidbook. Nevertheless, the last months have been a period during which no particular progress has been made, as local government is currently involved in the pre-election period for local elections ending on June 2, while, national elections will follow shortly after, in the autumn. The Municipality has focused on one of the two big projects (Be-Heri 1/IRIS) to which it is committed, while with the contribution of EcoC and also by leveraging the brand name of the title of Cultural Capital, it is trying to resolve legislation issues, aiming at the immediate completion of the project.

The Municipality has yet to adopt a clear tourism strategy and a similar support structure. Both are needed as the ECoC cannot rely only on its own resources to sufficiently optimize the attraction of interested visitor-tourists and the general public. The synergy of actions in culture and tourism between the ECoC and the Municipality is a prerequisite for the success of the endeavour.

The current support of the local harbour authority and coastal zone management (OLE) consists in its contribution in the concretization of the project “exploitation and renewal of the building of the Canteen in the waterfront”, that is included in axis A.2 Activation of buildings and spaces in the frame of artistic program.

The Company intends to extend its collaboration with the OAED authority (Ministry of Labour), so that the FabLab can be hosted in the facilities of the local technical school. The Fab Lab constitutes a project of the axis B.2 of the infrastructure strategy, as a facility project, as at the same time it is a concrete artistic project concerning its content.

The Municipality does not cover expenditures related to the relocation of the Company headquarters, which have thus been transferred to the Company's budget. The specific technical plan explaining these expenditures for the current and following year can be found in Chapter 5, which augments the funding needs of the Company. There is still a need for the Municipality to allocate technical personnel, mainly in periods of peak of events, as well to establish a special liaison officer about the ECoC.

3.2 Infrastructure: progress

Our cultural infrastructure programme is constantly amended, taking into consideration changes in the artistic programme of Eleusis 2021 and in the local municipal policy concerning the city's commitments. The strategy for developing cultural infrastructure has now been revised and still develops in two axes as already described in the Bidbook. Those necessary works and venues need to be initiated by the local government:

A. Modernization, renovation and energy upgrade of available existing and other public buildings, or potentially public property and premises, as well as empty or inactive, public or private.

A.1 Activation of buildings and spaces within the framework of Company's operation

- **CO.** Renovation, activation and re-use of the listed building of the former railway station, where the offices of the Directorate of the Artistic Programme are situated today.
- **CO2.** Renovation, activation and re-use of the former Town Hall building (CO2) of 300 sqm. The specific building is a local landmark which has been empty for several years now, partially used as a warehouse. The renovation of the building is now planned, and will host part of the ECoC offices, the sales point and the information office for citizens and public.

A.2 Activation of buildings and spaces within the artistic programme

- **EX3.** The first activation project of public space of the Artistic Programme called "ECOCculture" was been realized at the surroundings of the building (garden, backyard, rail lines, etc.)⁵.
- **ANT.** Renovation, activation and re-use of an ex-public snack-bar at the forefront called Canteen (ANT) of a total surface of 200 sqm that is surrounded by public spaces, green areas and the sea. The specific venue is also considered as a local landmark and its re-use is considered to be of a great importance for the city and the re-activation of the forefront. The ECoC team has hosted several cultural events in this pilot venue during the last years in order to activate its operation.
- **POP8.** The working team has also launched the project of one smaller facility that will be operated mainly as a scene for about 200 people. This venue will initially be situated in the Eleourgiki / BeHeri2 building in its current state, but then it can be used in any indoor or outdoor venue. This will also be a new landmark for Eleusis 2021 project. The main criteria for the team's choice of this ephemeral construction,

⁵ Annex 3.1

were its environmental impact, its cost comparing to value, as well as the easiness of its set-up.

B. Development of new cultural infrastructures with the use of inactive spaces and ex-industrial complexes and creation of a Fab Lab laboratory

B.1. Use of industrial heritage and inactive spaces

- **BeHERI1.** According to the architectural study the two abandoned and listed buildings of IRIS (formerly a colour factory) with 900 m² surface in total, will be transformed into a wide-open exhibition lounge for the purposes of the artistic programme. The target year for completion of the overall project is 2020.
- **BeHERI2.** Renovation and operation of the main building of the Elaourgion complex as a multi-space, permanent theatre of 500+ seats and 2 separate multipurpose spaces, refreshment and auxiliary spaces.

B.2 Exploitation and activation of inactive industrial sites and facilities within the framework of the artistic programme

- **HERI3-Palaio eleourgio.** Activating spaces, A, B, C, administration building (EX1), building “KOLONES” and other outdoor spaces and using the theatrical scene.
- **HERI1-Pyrkal.** Activating a new multipurpose lounge that could operate as an alternative location for BeHeri1⁶.

B.3 Creation of Fab Lab and other smaller laboratories

- **Fab Lab**
- **Ceramics Laboratory**
- **Smaller facilities**

3.3 Responses to the ECoC Expert Panel’s Recommendations

Recommendation 10: Progress and Completion of Plan B.

In order to reduce the risk and better comprehend the progress of the municipal projects, the directorate in charge is monitoring very closely the current state of each project and the requirements for complementary studies and procedures by keeping an inventory that stakeholders complete for each project. This analysis results in a new timetable for the completion of the two projects.

Both IRIS/BeHeri1 and Eleourgiki/BeHeri2, which are still at great risk of late completion, are considered to be part of the ECoC legacy programme. E Regarding the mature project of IRIS/BeHeri1, the Board has assisted in finding solutions to all procedural barriers and has provided the municipality with political support, so that the project can be completed in time. Such barriers include issues related to the institutional framework, urban planning legislation and bureaucracy. At the same time the directorate has commissioned a study on alternative venues for BeHeri1 and 2, as well as for other venues that are not operating⁷.

⁶ The project is still under consultation at several institutional levels.

⁷ Annex Table 3.2 orange and red colour.

The completion of the IRIS project in time is still possible, as the call for tenders is expected to start on June 2019. There are however alternative options in case this does not occur: e.g. the use of Pyrkal (Heri1) venue and especially the west built warehouse⁸, the use of a former cinema, etc.

The BeHeri2 renewal project has now been officially dropped as overdue, as many necessary procedures have not yet been done and the local government does not provide a clear plan on how to replace this venue⁹. The ECoC team is planning to replace it through ephemeral facilities within the building in its current state, provided that the Board will request its use from the Municipality. The specific plan will then need to be budgeted. The alternative scenarios and plans for the replacement of the BeHERI 1 and 2 venues, are being closely examined by the responsible Directorate. A pre-study has already been completed and a new detailed feasibility study about the activation and exploitation of 8 in total venues is under way. The latter concerns the previous as well as EX1, the FabLab venue and several smaller facilities. At the same time the municipality needs to adapt its strategy and propose alternative venues, as the projects will not be completed within the timeline.

Recommendation 7: Appointment of Deputy Mayor and management structure for the collaboration with Eleusis 2021.

In the Municipality of Eleusis, the two Legal Entities (KEDE, PAKPPA) of the Municipality are responsible for the implementation of Cultural activities.

The Municipality of Eleusis, in order to ensure the legacy that will emerge after the end of the ECoC, will have to proceed with the establishment of a new body and the appointment of a Deputy Mayor or appointed Consultant, following an amendment of the existing internal policy. This has not been approved as yet, mainly due to the forthcoming elections in May 2019. The municipal authorities, after having prepared a relevant study, have decided to leave the matter to the new Municipality Administration, which will emerge from the elections and take office on September 1, 2019. The lack of a point of contact within the Municipality continues to be the main obstacle to the co-design of the ECoC in terms of feasibility.

Recommendation 11: Accessibility to Eleusis

The city has a direct connection to Athens by public buses, suburban rail and motorway. The connections are deemed adequate and dense in the 24-hour period. The Municipality cooperates with OASA (the public urban transport Company) in order to increase the frequency of connections to and from Athens in the year of the ECoC. Eleusis 2021 has included in its planning the implementation of a study in order to investigate the need for more connectivity, combined transport, and the creation of a strategic parking area around the city to serve a large population of major events.

The suburban railway connects the city of Eleusis with the "El.Venizelos" International Airport and other cities around Athens. Two bus routes connect Eleusis with the port of

⁸ Annex Table 3.2/Heri1

⁹ Annex 3.3

Piraeus and interurban buses connect it with the port of Patras and the ship lines to and from Italy.

Recommendation 17: Charter of Volunteerism and the issue of volunteering

The City Council of the Municipality of Eleusis has approved the Charter of Volunteerism and the responsible Directorate has started implementation of the decision by creating a volunteer register. For the time being, the Ministry of Labour considers that the Company cannot use volunteers as this would be considered unpaid work. This is a crucial matter and the Municipality needs to mobilize immediately and accelerate procedures. This is also connected to the operation of the responsible municipal body that, as mentioned above, needs to be established immediately.

4. Outreach

4.1 Goals and initial actions

Eleusis 2021 focuses on the *connection between art and daily life*. For this reason, we consider the city to be a stage, with active involvement of all its human potential while events spread into its neighbourhoods.

At the beginning, it was imperative to have a *cultural map*, where we recorded associations, unions, movements, communities, schools and educational institutions, etc. In addition, we signposted city neighbourhoods and landmarks which concern not only locals but also visitors. The specific map was developed through a multi-faceted research method which allowed us to discern the relationships amongst place, experience and community. We also proceeded to analyse needs, priorities and expectations concerning the Eleusis 2021 ECoC programme and the city of Eleusis, mainly through open, but also one-to-one, meetings.

One of our first actions was the creation of *special actions for the general public, with the aim of introducing them to the EcoC institution*. Thus, twice a month, the Euphoria Walks are conducted, to update residents and other visitors on the philosophy and the artistic programme of Eleusis 2021. Residents, as well as associations, are actively involved. At certain points of the route, they narrate their testimonies and memories of the city which are related to the specific themes and areas of the artistic programme. Our aim is, by 2021, to have created separate walks organized by the local associations. Through workshops, the associations will develop those skills which will enable them to introduce the city to visitors through their own perspective.

4.2 Teenager – Young audiences and schools

For *teenager and young audiences*, we created Teen and Youth Labs. Upon the launch of the workshops in October 2018, one of the most essential tools for young people's access to culture has been activated. Young people don't just observe, but also design, curate and implement their projects. They are equipped with those skills necessary to prepare them for co-curating, namely the conception, planning, programming and implementation of the artistic programme, which create corresponding professional extensions – and they get to familiarise themselves with the artistic programme through meetings with artists and works

of art. Youth Labs use their own communication and networking channels, create their own identity (logo), which will be developed into a microsite and blog. For the Teen Labs, we will approach teenagers in their own neighbourhoods, creating “community hubs” where they can be hosted, either in local associations’ spaces or in schools, out of school hours.

Knowing that Eleusis consists of a very large youthful sports audience, we are planning a sports tournament in cooperation with the basketball team of Panelefsiniakos. We are also investigating the possibility of organizing a tournament with Kaunas 2022 and Novi Sad 2021 ECoCs.

For the participation of schools, educational programmes have already been designed, such as:

- 1) **History and Stories:** Between 2019 and 2021, High School students from Eleusis come into contact with high school students from Izmir. They introduce each other to their neighbourhoods, their families and their habits. Then, each child searches amongst relatives or elderly neighbours for material and information on how they spent their childhood (stories, photographs, etc.). Through this material, they unfold people’s way of life in those neighbourhoods. They then put together their material and create videos and photography exhibitions. The end material will be presented in Synikismos, in June 2021.
- 2) **The journey of Euphorides the Seed, from Eleusis to Europe:** primary schoolchildren from Eleusis, will create the life story of a seed (sporos) Euphorides. The seed and its story, will travel to a number of European cities where there are Botanical Gardens, members of the European Botanic Gardens Consortium. The children are seeds, themselves, and through the story of the seed Euphorides which they will create and bring to life, they will learn what growing up is like. They become writers, gardeners and cooks and learn from experts the magic of cultivating land, or from neighbours who have a garden or use family recipes in their cooking. Through the concepts of sustainability and biodiversity, they learn how to grow, respecting themselves and their uniqueness and at the same time they learn how to respect others and accept diversity.

Furthermore, Eleusinian schoolchildren will participate in specially designed actions within the framework of the following projects:

“Workshop on the history of Eleusis”. Students will create short films, through the technique of stop-motion animation, aiming to capture the history of Eleusis through the narrations of inhabitants, which they will collect themselves, having been introduced to the logic of oral history. This entire procedure will eventually become educational material, which could then be used by other schools in other Greek cities.

“Growing ground”. Visual artist Maria Ikonopoulou will work with schoolchildren, with the aim of giving them the opportunity to take over the tradition of whitewashing, which will be enriched with some contemporary reflections and visual elements.

Urbanact / Alternative form of culture: creation of an organized programme of public mural art – graffiti in schools (and other public spaces) of Eleusis, through participatory laboratories.

Educational programmes for students will also be carried out in the following projects:

- 1) Reverse Engineer (From clouds to earth)
- 2) Fabrication Lab (Name to be confirmed)
- 3) Tech Crafters.

To assist participation of the region's school children in all *exhibitions*, educational programmes will be designed:

- 1) Photography exhibition by Sebastio Salgado in 1921
- 2) Large scale visual exhibition around sociopolitical issues, within the framework connected to European Day of Development, curated by Katerina Gregou (under discussion)
- 3) Educational programmes for students will also take place in the following projects: "Clash of the Titans, Rocks and Bones (An assembly of Ruins)" by Maria Papadimitriou in 2019.
- 4) Terracota Army by Juan Sandoval
- 5) An exhibition on the History of Eleusis
- 6) Alienation, by Vaggelis Ginis
- 7) Fashion Exhibition (Name to be confirmed)
- 8) Bestiaire Utopique by the collective Tout reste à faire
- 9) Exhibition for the 90th anniversary of the Panelefsiniakos Sports Association

Finally, in the space of the Old Canteen/Anapsyktirion on the Eleusis seafront, an exhibition space will be in operation for the artistic programme of Eleusis 2021, where students from the broader region, within the framework of their excursions, will have the opportunity to visit and be updated by our staff.

4.3 Citizen and civil society activation

Within the framework of *Pilot Cities*, workshops will be held, promoting polyphony and creative dialogue, and the pinpointing of good example and viable practices through the participation of active and sensitized citizens, members of associations and organizations for civil society, employees in public bodies and in the private sector. The aim is to create new guiding principles for the city strategy by including certain audience segments and actions in our overall programme.

Furthermore, a large section of our programme concerns projects which are the outcomes of co-creation with inhabitants, such as:

- 1) The Eleusinians, by Filippos Koutsaftis
- 2) Local European Histories, by Alexandros Mistriotis
- 3) Within the framework of the Synikismos Festival: RefuGe by Yolanda Markopoulou, Routes on Roots by Euripides Laskaridis,
- 4) Agora rEUnited by Motus Terrae (Gr), Cardboardia (RU)
- 5) A performance within the framework of the Anniversary on 11/11, like Inventory

- 6) **Circus Focus:** during the contemporary circus performances, we approach special audiences, such as children and families.

We also ensure the involvement of inhabitants in that part of the programme where their active participation is not required, like the Artists' Residency Programmes, where the inhabitants introduce their city to the artists through blind dates.

4.4 Cultural communities and vulnerable social groups

The entire artistic programme is spread out horizontally, all over the city, so as to encompass those neighbourhoods and locations where the more vulnerable population groups are to be found.

Thus, the *members of the Albanian community*, one of the most populous and most integrated – possibly due to their cultural affinity with the local population – are already participating in the Teen and Youth Labs, Euphoria Walks, and also in artistic projects, like Synikismos festival, as well as Culture 2030 and Pilot Cities.

Primary school students and musicians of the *Roma community* from the Aspropyrgos area will participate in the performance “On the way to Colonus” by Loukia Alavanou,.

In 2018, we contacted the Eleusis Refugee Shelter. *Refugees*, mainly Syrians and Kurds, participated in actions of the EUrbanization Theme and the Synikismos Festival. Content-wise, these were simple actions (music, cuisine), while we made them accessible through interpreting and transportation. For the involvement of children, we collaborated with the Children's Rights Network, with actions in two phases (one within the shelter and one in a city public space). The Shelter is in transit, we therefore plan small scale actions.

Greek Muslim citizens participated in the Synikismos neighbourhood, through the actions of the Synikismos Festival. We are in contact with the Pakistani Community, with the aim of involving its members in our actions, like the installation “Motorway 6” by Evi Kalogeropoulou, with the participation, also, of Pomaks and Albanians.

For disabled persons, since the city lacks structures guaranteeing their access, the participatory workshops take place at EKEDA (Eleusis Worker's Centre). A pilot walk in sign language is being planned, as well as one for people with impaired vision. A small “suitcase” for children with autism, ADHD and mental retardation is also being designed. We ensure that there are superscriptions in our live performances, for people with hearing impairment. We are, generally, in touch with the Western Attica Disability Association, with the aim of better understanding their needs.

4.5 Connection with the rest of Greece

- 1) *ECoC BUS:* Eleusis 2021 ECoC travels to cities of Greece in a small bus/van so as to diffuse the vision and the project, transporting a small exhibition (like the one held in the Old Canteen/Anapsyktirion within the framework of the Culture 2030 meeting). During the visits, an educational action will take place, referring to the way the city residents imagine what a ECoC is and what their own city would be like, with their own input.

- 2) *An educational suitcase*: which will travel to institutions and educational bodies of cities of Greece and will include the educational programme described above, videos of the programmes and project taking place in Eleusis 2021. The suitcase could fill with wishes (videos or written cards) by residents of Greece addressed to Eleusis, which will be placed either on our webpage, or a physical space.

Both programmes will start in Eleusis, followed by the neighbouring Municipalities and they will later “travel” all around Greece, while the suitcase may extend its journey to other ECoCs.

5. Management

Since the last evaluation, the Company has progressed significantly in matters of governance and operational organization.

5.1 Board of Directors (BoD) and legislative arrangements

On 30 July 2018, the Board of Directors (BoD) was enriched by 5 new members with special qualifications, thus meeting the relevant recommendation of the Committee. The BoD is working intensely towards (a) political and legislative arrangements, (b) the acceleration of infrastructures and (c) the optimization of Company operations and (d) the coordination of the artistic programme. The BoD also sought to immediately define its own role for the transition from an executive function to a strategic, controlling and ambassadorial one. In 2018, it convened 16 times in all, and in 2019 6 times until today, with the goal to reduce their meetings in the future. Meetings are still very frequent because of (a) the necessity for approval of issues due to the legislative framework, travel, expenses above the amount of 20,000 euros, (b) the necessity to discuss and resolve institutional issues related to the promotion of legislative regulations; and (c) control and assistance to executives due to specialized knowledge of new members on organizational and operational issues.

The Company CEO still participates in the BoD, due to the Greek legislation requirements and despite Committee recommendations. A balance between the CEO’s two roles is kept meticulously, as pointed out in previous evaluations.

Already in 2017, the CEO and the BoD focused on actions aiming at the Company’s ability to operate for the purpose it had been set up for, resulting in pursuing six legislative arrangements, of which three were achieved, with the last one concerning the possibility of recruiting up to 20 new members of staff, required for Company operation.

At the same time, with the contribution of external consultants, lawyers, accountants and other specialists, queries were made to Ministries (Ministry of Interior, Ministry of Culture and Sports, Ministry of Finance, etc.) and responsible authorities e.g. AADE (Independent Authority of Public Revenue), HSPPA (Hellenic Single Public Procurement Authority). Clarification was sought to achieve optimization of legislative proposals, as well as of the rules of procedure, the first format of which was approved in January 2017, following three months of suitable preparation in 2017. The clarification of the responsibilities of the BoD and the rules of procedure for internal and economic operation finally laid the foundations

for the commencement of normal operation of the Company, rather than the special conditions it had been operating under in 2017.

In 2018 and 2019, wishing to create conditions for the acceleration of procedures, the Company worked systematically and assisted in solving certain dysfunctions, that were the outcome of its hybrid nature, through the promotion of special legislation, promoted with the assistance of the political leadership of the Ministry of Culture and Sports and concern:

(a) the tax exemption of the Company's subsidies (article 51 of Law N.4587/2018 – FEK (Government Gazette) 218/A/24-12-2018),

(b) the subjection of Company sponsorships under the cultural sponsorship scheme, to prevent taxation of private sponsorship (article 69 of N. 4603/2019 – FEK 48/A/14-03-2019),

(c) the exemption of artists from letters of guarantee of participation and of proper fulfillment (article 51 N. 4506/2019 – FEK 52/A/1-04-2019, N. 4506/2019), which was a major issue with artists.

5.2 Staffing and organizational structure

The Company also proceeded with the completion of recruitment of key staff, up to 20 in number, including a Communication and Marketing Director, as well as staffing the Finance Department and organizing the accounting information system.

A staffing table is attached in **Annex 5.1** and brief CVs of all members in **Annex 5.2**. The Company is also supported on a contract basis with the following external partners required for the smooth operation of the business. A table of additional needs for 22 positions is attached in **Annex 5.3**, which has been submitted to the responsible Ministry of Interior. The Company will request exemption from law, so they may be recruited immediately

Furthermore, the new organizational structure was completed (s. figure 1), with the following key objectives:

- Improvement of the administrative structure, to assist artistic work, with the aim of speeding up contracts, complying, nevertheless, with the rules of public funding management.
- Creation of a Department for Production Organization, to assist in the implementation of the artistic work, as the original model, which foresaw that Art Department curators responsible for full supervision and organization until the implementation phase, had not operated, resulting in dysfunctions and conflict between the artistic direction and the other departments.
- Redistribution of responsibilities and additions to the Directorate of Infrastructure, Monitoring, Evaluation and European Programmes, with a view to accelerate small projects and urban interventions undertaken by this particular Directorate, due to the delays in Infrastructure by the Municipality and the necessity for intensive work in connection to the crucial issue of the legacy.

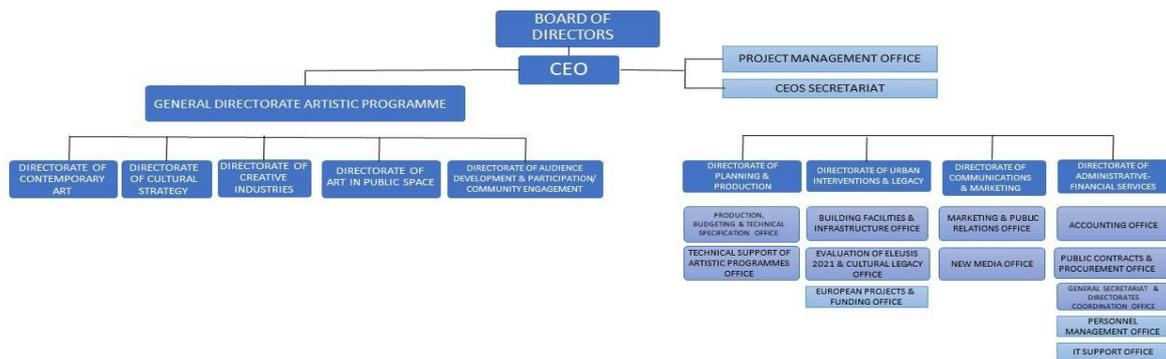


Figure 1: New organizational chart

The Directorate of Infrastructure, Monitoring, Evaluation and European Programmes of Eleusis 2021, proceeded in the compilation of the annual programming, for 2019, of the technical works/constructions, identifying individual studies and projects that are deemed necessary for implementation, in order for the Company to conform to the planned Artistic Programme for the years to come.

The Company's requirements in technical works/constructions, derive from:

- Possible operational needs and housing of Company services and activities, as described to date in the relevant published documents regarding its planning and associated infrastructures required for its operation.
- Needs of the artistic programme, activities, workshops, etc. as they arise from each updated artistic programme plan and as outlined in the updated document incorporated with the Company Action Plan for 2019.
- Needs arising from the relevant periodic expert Committee's opinion on the development of the artistic programme and changes in the overall planning, or changes in the Municipality's planning, which arise from the need to study alternative solutions (plan b) regarding housing activities.
- Producers' and co-producers' needs, with the Municipality, its public entities or other partner bodies, that are directly related to the S.A. and its object, or any reduced response of cooperating entities to the implementation of a study object, as well as individual technical projects by/from unpredictable factors, such as the pre-election period, which causes reduced capacity for assignments by local self-government units, etc.
- Any possible standards regarding correct environmental behaviour or reduced ecological footprint, or similar policies that the Company implements.

The technical programme has been compiled for the current year, on the basis of the above needs and priorities resulting from the processing of data and will be implemented by the rapporteur, Directorate of Infrastructure, Evaluation and European Programmes, while it has

been thoroughly integrated into the relevant budget code of the new budget for 2019. There are three main categories of technical /construction projects which have to be implemented by Eleusis 2021:

- a) Technical objects related to the immediate needs of the Artistic Programme
- b) Technical objects directly connected with the Company's operational needs
- c) Technical objects directly connected to environmental commitments or reduction of ecological footprint.

5.3 Funding

The Company is still consistently funded by state bodies, namely the Municipality, the Regional Office and the Ministry of Culture and Sports. This is a great success of management so far, because it allows secure implementation and continued planning. Furthermore, the good image presented to suppliers, offers the opportunity for better negotiations.

There was a delay in sponsor agreements, due to the unfavourable institutional framework, a matter which has been resolved and procedures have already been speeded up. The sponsorship target for sponsorships has been increased and is still achievable.

Submissions have been made for European projects, the outcome of which is expected. We are not particularly optimistic, because of our unattractive eligibility and the early dissolution of the Company. Nevertheless, we believe that these funds could be replaced from other sources, such as neighbouring Municipalities or sponsors.

The basic differentiation of the Company's budget in relation to the one submitted in the Bidbook refers to the additional needs for infrastructures that serve the Company's operational needs as well as the Artistic Programme with its particularities especially in constructions and facilities in the public space. The delays of the basic ECoC Infrastructures by the Municipality, as well as the specific projects / constructions required, led us to the design of a technical/constructions programme and its related costs, which was approved by the BoD.

A key factor that allows us to plan and design with safety is the steady cash-flow of funding. The Company has cash reserves of almost 2.8 million euros, allowing us to operate in a financial stability regime, building relationships of good cooperation with artists, partners and suppliers. The forecast for funding inflows is good as the Municipality and Region that cover more than 80% of the programme are committed to the it and are disbursed normally. Similarly, the government is also funding the Company consistently, with the money coming from the Ministry of Culture up to 2018. In relation to sponsors, the problem with the legal framework for donor tax breaks has recently been resolved, thus speeding up the procedures for signing sponsorship agreements on specific actions and projects.

Eleusis 2021 ECoC Budget & Financials							
	2017	2018	2019	2020	2021	2022	Totals
Bidbook Cultural Program Privision	400.000	700.000	3.000.000	4.000.000	7.000.000	1.400.000	16.500.000
Cultural Program %	2,40%	4,24%	18,18%	24,24%	42,42%	8,50%	99,98%
Extra Funding requested	0	0		1.210.200	998.128		0
Expenses up to 2018	65.000	426.797					491.797
Forecasting 2019-2022			2.799.875	5.210.200	7.998.128	491.797	16.500.000
Bidbook Marketing & Communication	200.000	300.000	400.000	1.000.000	1.100.000	300.000	3.300.000
Marketing & Communication in %	6,06%	9,10%	12,12%	30,30%	33,33%	9,09%	100,00%
Extra Funding requested							0
Expenses up to 2018	42.500	121.000					163.500
Forecasting 2019-2022			647.000	850.000	950.000	150.000	2.597.000
Bidbook Operational & Administration %	144.000	400.000	756.000	1.000.000	1.100.000	400.000	3.800.000
Operational & Administration	3,80%	10,52%	19,90%	26,32%	28,94%	10,52%	100,00%
Extra Funding requested			948.533	1.100.000	1.550.000	350.000	3.404.533
Expenses up to 2018	197.981	491.217					689.198
Forecasting 2019-2022			1.704.533	2.100.000	2.650.000	750.000	7.204.533
Urban Planning & Development	N/A	N/A	500.000	2.000.000	500.000	100.000	3.100.000
Urban Planning & Development in %	N/A	N/A					
Extra Funding requested	N/A	N/A	771.206	0	0	0	771.206
Expenses up to 2018	???	77.862					77.862
Forecasting 2019-2022			1.271.206	2.000.000	500.000	100.000	3.871.206
Bidbook Monitoring	N/A	50.000	50.000	100.000	100.000	100.000	400.000
Monitoring in %	N/A	12,50%	12,50%	25,00%	25,00%	25,00%	100,00%
Extra Funding requested			N/A	N/A	N/A	N/A	N/A
Expenses up to 2018	N/A	42.750					42.750
Forecasting 2019-2022			128.250	95.000	76.000	38.000	337.250
Bidbook Totals							24.000.000
Totals including extra funding							27.100.000

Figure 2: Overall Financial Data

Income to cover operating Expenditures	Bidbook		Current situation as 31/12/2018	
	in millions €	in %	in millions €	in %
City	8.667.400,00 €	36,04%	2.180.176,00 €	9,06%
National Government	2.376.000,00 €	9,88%	362.340,00 €	1,51%
Region	8.667.400,00 €	36,04%	1.980.376,00 €	8,23%
EU (with exception of Melina	845.600,00 €	3,52%	0,00 €	0,00%
Private	3.494.200,00 €	14,53%	69.530,19 €	0,29%
Total	24.050.600,00 €	100,00%	4.592.422,19 €	19%

Figure 3: Income and expenditures

Operating expenditures	Programme		Promotion		Administration		Others		Total	
	in m.€	in %	in m.€	in %	in m.€	in %	in m.€	in %	in m.€	in %
<i>Bidbook</i>	16.500.000,00 €	69%	3.300.000,00 €	14%	3.800.000,00 €	16%	400.000,00 €	2%	24.000.000,00 €	100%
<i>Current situation</i>	3.795.038,89 €	30%	1.212.902,25 €	10%	694.009,35 €	55%	64.475,81 €	5%	12.592.793,30 €	100%

Figure 4: Financial deviation from Bidbook

5.4 Communication & Marketing

5.4.1 General observations

Communication is a crucial part of the activities of a Company such as Eleusis 2021 European Capital of Culture, which depends on citizen participation and response, and which seeks to convey the significance of its mission. In accordance with the commitment of Eleusis 2021 ECoC, the Directorate of Communication and Marketing was formed and staffed in October 2018. The Directorate's primary concern was the development of a Communication Strategy and Policy, which was approved by the Company Board of Directors in December 2018. In this, the Communication and Marketing aims and actions were defined, not only for 2019, but also for the following years until 2021.

Corporate Communication is a primary element of the Directorate of Communication & Marketing, in order to serve an institution, that of the European Capital of Culture which concerns: (a) the Municipality - Community (Demos / polis), in its broader sense the citizens of Eleusis and surrounding areas; (b) a national and international audience; (c) national and international cultural networks of information exchange concerning the cultural sector.

By nature, the Company is open and outward looking, aiming to create and produce services for citizens' use and pleasure.

5.4.2 Communication & Marketing: Basic axes

The *main aim* of the company communication is the renewal of interest and passion of the local population for the European Capital of Culture. At a second phase, the same manner of response of the whole national population is equally desirable. This goal concerns the first axis of Communication below, which we consider critical for the success of the entire endeavour and the success in communication regarding the following two axes.

The Communication and Marketing Plan is being developed along 3 key axes:

- 1) Highlighting the significance of the artistic programme of Eleusis 2021 ECoC as a development accelerator.
- 2) Contact with a local and broader audience through participatory procedures that bear the form of dialogue, exchange of opinions and recommendations for the development and implementation of the programme, updating and proliferation. Development, to the greatest possible extent, of citizens' ability to express themselves regarding the ECoC through electronic media (websites, social media, direct mail, blogs).

- 3) The development of a sponsorship programme that seeks to involve companies, through their CSR strategies, in the implementation of the ECoC project. The aim is for companies to become partners of the ECoC and actors of local development through the Eleusis 2021 programme. The sponsorship programme includes communication sponsors.

There is an urgency in the implementation of all three axes which have been currently delayed.

5.4.3 Communication & Marketing: Strategy

The Communication Strategy is a continuous activity which plans actions from today up to 2021. Basically, it develops its design gradually, peaking in 2021.

The key objective of Communication is the development and dissemination of a Corporate Vision through an overall Corporate Communication Strategy. The specific objectives are:

- 1) Development of corporate engagement a feeling of belonging and participation, not only within the Company but also amongst all the other stakeholders.
- 2) Improvement of the company's corporate image and consolidation of its corporate reputation.
- 3) Dissemination and support of the Company's message.
- 4) Updates regarding the Company's activities.
- 5) Promotion of the broader area and in particular of Eleusis as a destination.

The main objectives concerning the Public and Citizens are:

- 1) The creation and stabilization of a positive image in the public's consciousness.
- 2) A change in mentality which stains the big cultural events of the country: consolidation of the belief that these events are not just for a few people, they take place so that not only a few people take advantage and are projected, but, rather, so that the standard of living and level of education of the majority may improve.
- 3) Penetration in all categories of audience groups with the recognition that "The European Capital of Culture is for all". Exemplary implementation of the objectives of the institution of the European Capital of Culture.
- 4) Creation of a new identity for the region: cultural footprint; a mentality of diversity, cooperation and a new public culture; recognition of Eleusis as a particular cultural entity; the cultural reserve and history of Eleusis.
- 5) Citizens' reconnection to the fundamental values of Art and redefinition of the role of Art in their daily life.
- 6) Supporting the emotional side of citizens through feelings of pride and participation. Feeling of pride for the region's citizens and inhabitants, raising their morale and recognizing their contribution.
- 7) Building strong relationships with international bodies. Growth and dissemination of the reputation of Eleusis 2021 ECoC at an international level.
- 8) Participation of the art world in the upgrading of the urban environment.
- 9) Developing bonds with neighbouring regions for the creation of a broader focal point of cooperation.
- 10) Influencing influencers, political figures, etc.

5.4.4 Communication & Marketing: Audience

- 1) Communication of Eleusis 2021 will operate through a segmentation of the public with *proximity criteria*: locals, inhabitants of Eleusis, inhabitants of neighbouring areas, inhabitants of Athens, inhabitants of the broader Region or the Peloponnese, visitors from foreign countries. On the basis of this criterion, actions may be produced that focus on ease of access, the directness of interest on the development of the area, special interests (e.g. artistic), etc.
- 2) Conversely, different *age categories* have different sensitivities and interest in each of the ECoC's principles. For example, the interest in local growth, the highlighting of local history or, on the contrary of supra-local ideals, on contemporary art, on every form of artistic expression, specifically, is different and discernible within each category.
- 3) The interest and participation of audiences with different levels of education are clearly discernible.
- 4) The aim of Communication is to pinpoint those elements that will eventually unify. All approaches will focus on unifying tactics aiming at common synergy for the ECoC venture.
- 5) The main aim is for everyone to accept the uniqueness of the venture and to operate collectively, cumulatively and inclusively, regardless of the individual criteria that differentiate them.
- 6) The audience that Eleusis 2021 ECoC addresses, should be considered as a single entity, irrespective of any separation and segmentation for reasons of simplification in approach. The nature of this venture requires an effort to create a unified and compact audience which shares the basic principles and values of the institution of the European Capital of Culture. Furthermore, it is essential that the public, in whatever form, be able to embrace the possibilities offered by the implementation of the ECoC venture.
- 7) Such *unifying elements*, which the Eleusis 2021 Communication will offer are: (1) Upgrading the level of Citizens' daily life overall; (2) Upgrading the environmental and urban reserve; (3) Contact with artistic creation and the concept of creativity in general; (4) The feeling of participation in the formulation of community life; (5) Highlighting the usefulness of participation towards a common goal that is over and above the individual and hyperlocal.

5.4.5 Communication & Marketing: Implementation

A. Original Design and Implementation in 2019

Company Communication has already been activated and has already completed and/or is immediately planning as initial actions:

- 1) Support of the overall image of the European Capital of Culture institution.
- 2) Promotion of all actions of the artistic programme with specialized communication actions in all cases. The particularity of the Eleusis 2021 dossier is, precisely, the coherence of actions, which should be highlighted and communicated incessantly.
- 3) Development of online presence, which shall be constantly enriched, with the aim of becoming the pivotal function for Communication. The two to present Company websites (www.eleusis2021.eu and www.culture2030.eu - to which one more will be

added, specializing on the development aspect of the Eleusis 2021 programme) will be the main source of information but mainly for dissemination, reproduction and outreach of the Company's activities.

- 4) Steady presence in Social Media, as the basic means of contact with the public.
- 5) Development of relationships with more traditional Mass Media.
- 6) Organization of a series of informative presentations of its actions and programme in different local and international audiences.
- 7) Organization of multiple cycles of detailed discussions with the local and broader audience, on topics arising from reflection on its programme.
- 8) Proliferation of printed informative matter for citizens.
- 9) Development of electronic Media – webradio, webTV.
- 10) Design of signposting of Venues; Participation in city signposting.

B. Design and Implementation 2020-2021

The time remaining till the beginning of 2021 is “communicatively” very brief for distinct and individual actions. Starting in 2019, the aim is to spread communication plans using all possible channels, avoiding a massive and anarchic avalanche (e.g. public relations, app, advertising).

Indicatively, we mention some of our planned actions:

- 1) Discussion and consultation with all local actors shaping public opinion in the region.
- 2) Organization of open discussions with the participation of institutions, scientists, specialists, artists and primarily citizens, on critical issues for the clarification of the philosophy of the Eleusis 2021 ECoC programme.
- 3) Specialized updating campaigns for all key matters of the programme.
- 4) Contacts with foreign journalists and networks.
- 5) Development and planning of the Company's sales system.
- 6) Development and implementation of innovative ticketing and audience engagement system by the end of 2019.
- 7) Development of strategy and contacts for the Company's tourism policy and development of visitor management system.
- 8) Production of brochures to be distributed in Eleusis and locations outside the city, in Foundations, art spaces, cultural organizations, both Greek and international, on a quarterly basis.
- 9) Bi-monthly newspaper publication, which will include information on the current and future Company programme, analyses on issues concerning the Company programme, Opinion articles of the same issues, intervention texts by Institutions, Organizations, Associations, Inhabitants.
- 10) Collaborations with cultural or educational institutions, bodies and foundations.

5.5 Sponsorships

The design and approval of a Sponsorship Policy was one of the Company's priorities and was adopted in January 2019. It records in detail the agreement process with sponsors and determines the categories of sponsors and sponsorships.

The Sponsorship Policy was renewed and enriched in April 2019, following the adoption by National Parliament of a provision that incorporates Eleusis 2021 ECoC to those bodies that may accept “cultural sponsorship”, thus offering tax exemption for the sponsor. On the basis of this new framework, the Sponsorship Strategy was redesigned, now negotiating from the outset, to its greater benefit, the sponsorships already agreed upon.

To date, negotiations have generated sponsorships exceeding 1 million Euros in specific agreements.

5.6 Tourism strategy

A tourism strategy can be based on Eleusis’s two basic strengths:

- a. Its rich history as an archaeological and an industrial site.
- b. Its proximity to the capital as an alternative short visit destination.

The *material and immaterial cultural heritage* of Eleusis, both ancient and contemporary is vast. A tourist strategy can exploit several of these elements:

- 1) Eleusis’ ancient history, rich in symbolism: e.g. the history of knowledge through the mysteries and rituals of antiquity; the history of drama, through the legacy of the ancient dramatist Aeschylus; the history of Democracy, through the proximity to Salamis and the naval battle that took place in the Gulf of Eleusis; the history of nutrition and agricultural production, through the mythical heritage of the goddess Demetra.
- 2) The heritage of its newer monuments as an example of recovery of the industrial past, within the framework of an ecological and museum proposal (e.g. PYRKAL, IRIS, KRONOS, ELAIOURGEIO, TITAN) as well as the history of modern industrial development, since even today, approximately 30% of the country’s GDP is produced in Eleusis and the broader region.
- 3) The complex and at times contradictory story of Modernity and Romanticism as well as modern political history.
- 4) The history of the contemporary course of the refugee and migrant issue, through the presence of many different ethnicities or even the “burial presence” of S. Kazantzidis, the bard of Greek “refugees”.

Eleusis is an *ideal location for short visits*, as it can combine several different activities and is close to other areas worth visiting: places of culture, ideal dining options and entertainment – and all that in close proximity to Athens.

We have already begun the design of a more *integrated strategy*, in collaboration with the Ministry of Tourism Development and the Ministry of Foreign Affairs. The main objective is to make it known internationally, that Eleusis is the ECoC for 2021¹⁰.

¹⁰ Please see Annex 5.4 for more details.

6. Milestones for 2019-2020

For 2019¹¹ in order 2020 and 2021 the Company management focuses on¹²:

6.1 Governance

- 1) The documented advancement of regulatory arrangements to optimize the operation when required
- 2) Strengthening cooperation with the BoD
- 3) Development of a ticketing & sales programme as a strategic goal
- 4) Reinstitutionalizing cooperation with the Municipality

6.2 Organisation and Management

- 1) Optimizing the administrative organization to speed up the Company's work as a whole, mainly the artistic programme. A new organizational chart has already been completed, based on the experience of the first year of operation.
- 2) Increasing the recruitment limit to 40 people from currently 20 but also preparing their smooth integration into the existing team
- 3) Involvement of post-legislative staffing in cooperation with the Ministry of Administrative Reform of specialized executives from the public sector and the wider public sector to meet the needs of the last year of preparation and implementation.
- 4) Immediate activation of the building of the old Town Hall as a point of activating the public and housing of collaborators and employees.
- 5) Strengthening the leadership development philosophy with specific training programmes.
- 6) Promoting a system of assessment, compatible with the market and the obligations of the State in order to achieve the best possible results in the context of the Company's special purpose.
- 7) Finding a solution for the front-line staff during the ECoC Year.

6.3 Sustainable development goals

- 1) Strengthening of international strategic partnerships such as international conferences, invitations and networking.
- 2) Activation of a hybrid digital and analogue communication system to strategically reinforce the ECoC.
- 3) Announcement of a new strategic project of sustainable development in relation to recycling and re-use in the context of everyday culture that will give wide publicity to the project and the city.
- 4) Preparation of a legacy management plan and the tangible and intangible inventory of the ECoC based on legislation, programme and best practices of other ECoCs.

¹¹ Please note that the relevant excel file will be finalized following the approval of the BoD meeting of 17 May, 2019.

¹² See Annex 6.1 and Annex 6.2