Progress Report of “Eleusis 2021”
FIRST MONITORING MEETING OF THE MONITORING AND ADVISORY PANEL FOR THE 2021 EUROPEAN CAPITALS OF CULTURE

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1. Executive Summary

The present executive summary on the progress of implementation of Eleusis 2021 European Capital of Culture comprises two parts: the basic analysis in compliance with the terms and recommendations of the Panel, and an analytical Appendix 6.1 with a detailed analysis of all data presented in the main body of the report.

A basic parameter that needs to be taken into consideration while reading the present report, is that the Company was founded at the end of April 2017 and should have been able to begin operations at the beginning of August 2017, with certain legal issues still awaiting clarification. This has resulted in delays in starting main projects, activity planning and recruiting.

One important parameter which prevented the cessation of ECoC operations before the start of operations in 2017 and the partial implementation of the programme, has been the devotion of the applying team, who continued and supported as many activities as possible, as well as the collaboration with the Board of Directors, who operated so as to lawfully satisfy as many needs as possible.

The Municipality, as sole shareholder, and the Board of Directors of the S.A., are working hard in close cooperation with the Central Government and the Region, and in collaboration with Ministries jointly responsible for helping to solve any remaining issues while maintaining the strict deadline of 31 December 2017.

Today, the company has already managed to operate and has compiled an analytical and tight schedule, in order to overcome any delays by the end of the year, without deviating from the original schedule.

2. Contribution to the long-term strategy

The city has uploaded its cultural strategy on its website in Greek (www.elefsina.gr), as indicated by the Committee. The Municipality’s international collaborations and its participation in European programmes and networks are presented in Annex 2.1.

Seriously taking into consideration the recommendations of the Panel concerning the plans for monitoring and evaluating the impact, we have worked on a strategic approach which focuses on both the social and cultural impact, as noted. On this basis we selected Mr. Nikos Panayotopoulos as our coordinator, a professor at the Faculty of Communication and Media Studies at the University of Athens. We have not yet arranged any contract with the University and the form of collaboration is currently being formulated, so that we may build upon the results and the experience of past research, in addition to integrating specialized bodies and researchers from Greece and abroad into the new proposal. Due to the delay in the start of collaboration, no records have been made within the new framework during the period following the designation. Nevertheless the assignment to the University shall proceed without further delay and the working team has already begun the data collection and the processing of the approach, as can be seen in Appendices 2.2.1 - 2.2.2.

The delays also affected the dissemination of the mission and the content of ECoC. There was some confusion as to which actions relate to the ECoC programme and which concern actions of the Municipality and other city bodies; this resulted mainly from other bodies’ good intentions to promote and implement programmes within the framework of ECoC. Such empirical outcomes resulting from the working team’s everyday experiences which, however, have not yet been set down as indicators or statistical data, lead us towards the design of a better political management of the name and reputation of ECoC but also to the immediate implementation of communication strategy and dissemination of the ECoC mission and the programme through actions described elsewhere in this report, such as the recruitment of a Coordinator and the formation of a group for mobilizing citizens, etc.

In spite of the lack of basic evaluation guidelines and observation of the procedure by external collaborators, and taking into consideration the evaluation and observation reports drawn up during the candidacy period, the working
team has compiled Feedback Forms for the projects and activities held in 2017, in order to gather evidence that could assist the scientific evaluation team. The collection of such evidence shall continue in the future, as it assists us with feedback on our daily work routine (what worked, what didn’t, etc). This information is being gathered on all projects realized during 2017. Relevant forms are included in Appendices 3.2.1 - 3.2.7. The forms include information on the actions realized until June 2017, since the feedback procedure for the remained projects is in progress.

The team thus aims to collect all statistical data from Day 1 of designation of the title, in order for the competent collaborator to process, once he is commissioned. Some first conclusions may be drawn following a first examination of data and facts, concerning the spread of economic implications and results on the local society and economy, the participation and involvement of audiences and citizens in the ECoC programme, and the activation of citizens, local organizations and young entrepreneurial ideas directly relating to the ECoC. Some such first evidence may conclusively denote the extent of:

- income spread in local businesses (transactions and number of businesses) indicating the extent until today,
- activation and registration of homes in a registry for rental homes for tourist accommodation and short-term accommodation (number of new registrations, average length of stay),
- development of citizens’ awareness on new original cultural events and their search (number of searches with relevant entries). At the same time, such statistical evidence, following systematic and methodical processing, shall be in a position to calculate new job openings directly and indirectly related to the CCE (number of jobs) and the number of employees of bodies who came into contact with or contributed towards the design and activation of the ECoC (number of individuals), etc.

3. Programme

3.1. General Considerations

3.1.1 Our difficulties

The administrative delays and the fact that for a long time there was not a legal entity in place had the following effects on the artistic programme:

1. The original plans for the implementation of the artistic programme could not be realized. According to the original plans presented in the bidbook, the CEO should have been in place the latest by March 1st. According to this timetable, we had originally planned artistic activities to begin in May. The absence of legal structure caused many problems in the management of the projects that were realized.

2. According to the original timetable, an artistic team with 4 creative producers was planned to be in place by May to June 2017, in order to start revisiting the programme in detail, carrying out the necessary research, contacting potential partners etc. This has led to a very partial revision of the programme.

3. Ten projects planned to start in 2017 haven’t started yet, which has negative effects in terms of outreach and relationship with partner artists and cultural organizations. Among the projects that should have started are the Flagship Projects which are designed to engage diverse groups of local citizens, as well as our cooperation with the European Platform for Art in Public Space In Situ, in the framework of “City Mysteries” project and the Pilot Cities project of UCLG planned to take place in the framework of “City Art Lab” project.

4. The Artistic Director has been officially hired on September 14th 2017. As a result, the period from January to September has been mainly one of partially elaborating the programme and mainly on a conceptual basis and not on a basis of elaborating it into concrete partnerships and events, as for the latter we would need a team of creative producers.
5. We couldn’t respond to all invitations from other ECoCs and cultural organizations, participate in European networks’ meetings or visit cultural manifestations such as festivals abroad, through which we could elaborate the programme, as there was no structure to cover the traveling expenses, nor enough specialized personnel to do this work. We managed to attend only few of the meetings trying to maintain the necessary networking of the ECoC family.

3.1.2 Our achievements

General appreciation of the programme

From our contacts and discussions with different cultural actors both in Greece and Europe, there is a general appreciation of the proposed programme, its vision and its goals and a genuine interest to engage with it. Also, there is a general agreement that Eleusis is an ideal place for developing site specific and people specific work and that through the ECoC programme, the city could develop a distinct position in the cultural field in the area of site specific and community based work.

Understanding the production method and tools

Therefore, for the success of the proposed programme, we need to work a lot on the building up process in the ramp years. Our aspiration to create a new form of “public culture” means that we need to orient and to some extent “train” the artistic community to work in a different way than the ordinary: a way in which the artists becomes a researcher and a “reporter” of the city’s hidden narratives, as well as of the people’s feelings and dreams, in brief in a way that reveals the city’s emotional intelligence. To achieve this, ordinary tools such as the call for entries might not be very effective. We have realized the need to develop new tools that will allow artists to get a sound understanding of both the city and our programme before proposing specific artworks or projects. A main tool we have developed is city visits similar to the one that the ECoC jury had at the final selection. So far we have realized more than 20 such visits for various groups of cultural operators and artists. In the following period, we plan to intensify the visits and also engage citizens to create their own visits in the city both for the artistic community and the general public. Other tools we intend to use from 2018 onwards are workshops on site specific and research residencies.

Pilot projects

Despite the administrative difficulties, we have realized 13 pilot projects, out of which 12 have been co-productions with cultural organizations from Greece and abroad. In these co-productions Eleusis 2021 has contributed from 0% to a maximum of 40% of the project’s total cost. Two of these projects “Creative Lenses Forum” and “Amorphous Summer Camp” have been funded by Creative Europe and Erasmus+ programmes respectively. Around 175 artists and cultural operators from Europe and the USA have participated in these projects and all of them had the visit introducing them to the city and Eleusis 2021 concept and programme.

Focus on European issues and local citizens engagement

Our main focus in the elaboration of the programme and the projects realized has been twofold: focus on major European issues such as the refugee crisis, migrations and the current political situation in Europe on the one hand and engage with local communities and specially with vulnerable groups on the other. Also, a number of projects involved networking among cultural operators and citizens from different European countries.

Activate abandoned places

Through the projects we have realized in 2017, we have activated five abandoned places of the city, many city spots during the European Music Day, as well as the Workers’ Union as a space for international conferences and workshops.
3.2 List of realized projects in 2017

Tandem Europe Final Meeting | 24 January 2017

Tandem Europe (http://www.tandemforculture.org/) supports experimental collaborations between cultural change makers from EU member states. It is tailor-made for cultural managers who work on creative solutions that tackle contemporary challenges in our societies, want to cultivate pioneering ideas and generate socio-economic impact. During the programme Tandem Europe 2015-17, 15 teams - pairs were created by European cultural managers from 24 different European cities to create social innovation projects related to topics like freedom of expression, democracy, community development, social cohesion, local communities, public space and more. The last day of the Tandem Europe 2015-17 Final Meeting was hosted in Eleusis, an open event accessible to everyone interested in projects aimed at improving cultural and social structures in Europe. During this event, approximately 50 European cultural operators came to Eleusis - among them two colleagues from Plovdiv 2019 - and together with local residents and children participated in eight different tours guided by local students. The participants took part in interactive workshops and installations, outputs of the Tandem Europe projects. The tours were connecting different public spaces of Eleusis like Filiki Folia – an Eleusinian organization that supports young people from vulnerable social groups - Eleourgio, Eleourgiki, the central square, the cultural centre of Eleusis, the Old Railway Station and the Workers’ Union where the Tandem partners were presenting their participatory projects to the public. The final meeting was organized by the European Cultural Foundation (NL) and MitOst e.V. (DE) in collaboration with Eleusis 2021 and Motus Terrae (GR). The project has been entirely financed by ECF and MitOst. See the feedback form on the Annex 3.2.1.

Creative Lenses Forum: Funding Alternatives | 29 April 2017

Creative Lenses (https://creativelenses.eu/) is a four-year project (2015 – 2019) funded by Creative Europe programme that seeks to make arts and cultural organizations more resilient and sustainable by improving their business models and developing their long-term strategic and innovation capacities. It was created by a partnership of 13 organizations from 9 European countries, namely: Trans Europe Halles, IETM, Vyrsodepseio (GR), Manufacture Knos (IT), Stanica (SK), P60 (NL), Village Underground (UK), University of the Arts London (UK), University of Basilicata (IT), The City of Lund (SE), Olivearte (UK), Creative Industry Kosice (SK). In Eleusis, the Creative Lenses Forum brought together thinkers and cultural managers from different European cultural organizations, business and academia and more than 100 local and Greek cultural operators. The Forum gave them the opportunity to explore, research and discuss about new business models, EU funding, different festivals’ approaches, audience development, citizenship participation, action and network tools for the artists. Among the international speakers were: Trevor Davies, director of the former ECoC Copenhagen ‘96, specializing on the relationship between arts - culture and city - regional development/ Paul Bogen, arts and culture project manager, consultant, fundraiser and trainer, former president of Trans Europe Halles, an assessor for the European Commission Culture Programme/ Susanne Danig, performing arts producer, management consultant and international innovator previously director of the Danish ITI Center and manager for several Danish theatres and festivals/Chrissie Faniadis, consultant, lecturer and project manager with a long-standing interest in European Affairs, specialized in EU policy for the arts and cultural sector. The forum was organized by ODC Ensemble in collaboration with Eleusis 2021, in the framework of the “Capacity Building and Innovation Centre”. Eleusis 2021’s financial contribution has been at the level of 10% of the total budget. See the feedback form on the Annex 3.2.2.

“BLOOM AGAIN”: N.A! Fund’s First Academy in Eleusis | 22 – 27 May 2017

Twenty young Mediterranean artists and their teachers from Italy, Turkey, Bulgaria and Greece joined the N.A! Fund Academy (https://goo.gl/v3tgWT) held in Greece for the first time. N.A! Fund academy is an annual event of the Nature Addicts Fund (FR) and served as the first networking meeting of Eleusis 2021’s “Ecoculture Festival”. The previous editions have been held in Kassel, Venice and Basel. The group took the city of Elefsina as its starting point and discussed the future of our urban centres. How can art help us build cities that respect their environment and their residents? The goal was to solidly anchor culture within the city through friendly interaction and shared experiences with the local residents. This was achieved by introducing local cultural and ecological operators (Asia Minor Association, Eleusis Archaeological Authority, ECOELEUSIS, Permaculture Greece, Municipal Gardens etc.) to the Academy’s participants through a bike tour, a common dinner together with the local residents of Synikismos neighbourhood, an open air screening of the documentary on Eleusis “Mourning Rock” in Synikismos and an
installation based on permaculture that was left to be maintained by the local community. Inspired by Eleusis 2021 focus on eco-responsibility, urban planning and history, the artists were introduced to different aspects of the city and worked out ideas that could be developed in the following years in concrete artworks and projects to be presented in the framework of “Ecoculture Festival”. The project has been entirely financed by the Nature Addicts Fund. See the feedback form on the Annex 3.2.3.

Atelier Mobile: Cooperation practices in performing arts in Europe | 31 May – 2 June 2017
A group of 12 cultural operators from France set up a mobile atelier in Eleusis (after Bergen and Brussels) focused on questions of organizational strategy, local and international partnerships’ building. Organized by La Belle Ouvrage (FR) in partnership with ONDA (FR) and Relais Culture Europe (FR), Atelier Mobile had a focus on the Eleusis 2021 mission and cultural programme, organizing discussions around our programme, visiting Eleusis’ neighbourhoods and watching performances created by Eleusis 2021 collaborators. Through working sessions on topics such as site specific artworks, working on public space, working with communities, international cooperation, cooperation between artists and venues and audience development. The Atelier Mobile concluded with a daylong networking meeting between the group of French cultural operators and a group of Greek ones. Atelier Mobile took place in the framework of “City Art Lab” project, that aims to enhance extraversion of Greek artists and cultural operators. The project has been entirely financed by the French organizers. See the feedback form on the Annex 3.2.4.

Upon the Earth Under the Clouds, an installation by Danae Stratou | 9 June – 30 November 2017
“Upon the Earth Under the Clouds” is a large-scale site-specific installation conceived for Eleourgio and the city of Eleusis. Using water and soil as its core materials and traditional made ceramic pots as its dominant morphological feature, the work enters into a dialogue with the history of Eleusis, from antiquity to the long industrial history of the city and its present-day structure. The work with clear references to the refugee issue sends a message of humanity penetrating all the frontiers and gives an opportunity to ponder on issues such as the role of art in a time of crisis, the political and ethical aspects of art and the way in which the production of a work of art can involve a local community and the resources of a region, particularly in the present circumstances. The installation is a co-production between Eleusis 2021 and Aeschylia Festival in the framework of “City Mysteries” project. Eleusis 2021 has contributed 14.3% of the total budget.

Mystyrio Kanali – Golden City | 10 June – 16 July 2016
For more than one month "Golden City – Mystyrio Kanali" (http://www.goldencity-bremen.de/projekte/kanali/), an online bridge between Eleusis and Bremen that are cities with similar characteristics (harbors, inactive industrial buildings, etc.), created a channel of cultural exchange and intercultural dialogue between the local communities of both cities. Mystyrio Kanali was hosted in Anapsyktirio, an abandoned space owned by the Port of Eleusis, thus reactivating a central point of the Eleusinian coastal zone. Local cultural organizations such as the Minor Asia Association, the “Adrachti” Folklore Association, Panelefsiniakos football team, local school bands, Eleusis Band (the music band of the High School for people with special needs of Eleusis), the Workers’ Union, architects and city planners met on skype their German counterparts from Bremen in 18 common events, discussed with them and shared their city stories, expressing their dreams and their concerns about Europe. “Golden City – Mystyrio Kanali” is a co-production between Eleusis 2021 and the Golden City project from Bremen, in the framework of “Share the Light”. Eleusis 2021 covered 35% of the total budget. See the feedback form on the Annex 3.2.5.

TITANS by Euripides Laskaridis
TITANS is part of our project “Human Condition” and more specifically the second performance from the tetralogy that will be created by Euripides Laskaridis and the company OSMOSIS. It’s a co-production with Athens Festival (GR), Theatre de la Ville (FR), Festival TransAmériques (CA), Julidans Amsterdam (NL), Megaron - The Athens Concert Hall (GR) and OSMOSIS (GR). It has been already presented or will be presented during the years 2017 - 2018 in different international festivals and cultural centers such as Athens & Epidaurus Festival (GR), Théâtre de la Ville Théâtre des Abbesses (FR), Grec Festival de Barcelona (ES), Julidans Amsterdam (NL), Festival delle Colline Torinesi.
(IT), KLAP Maison pour la danse (FR), Dublin Dance Festival (IE), Guidance Festival (PT), Cie Philippe Sair (Switzerland), promoting in this way Eleusis 2021 to an international audience all over Europe. Eleusis 2021 financial contribution to this production amounts for 25% of the total budget.

**Louisette: The backstage of a revolution | 22 – 25 June 2017**

Louisette is a site-specific performance of Elli Papakonstantinou and ODC Ensemble. ODC Ensemble, in collaboration with the students of the High School of people with special needs of Eleusis used the space of Eleourgio as a stage where viewers watched the shooting of a film about bourgeois democracy and the French Revolution, highlighting aspects of European heritage and history with direct links and references to the present. It’s an example of our “from participation to integration” strategy for citizens’ participation described in the bidbook, as the true protagonists of the performance were the students with special needs and their teachers that have worked closely together with the actors, the musicians, and the visual artists. ODC Ensemble has worked for four months in the school with the students on a weekly basis. The performance, which has received great critics, was a co-production of Eleusis 2021 with the Athens & Epidaurus Festival, in the framework of “Share the Light” project. Eleusis 2021’s financial contribution amounted for 40% of the total budget. See the feedback form on the Annex 3.2.6.

**European Music Day 2017 | 21 – 22 June 2017**

The EMD 2017 (http://www.europeanmusicday.gr/en/) is centered in celebrating the European Music Day in the city of Eleusis, for second year in a row. More than 118 amateurs and professional artists played music of all kinds in 17 different public spots of the city and turned Eleusis into a huge music scene. Classical, jazz, rock, electronic and traditional music events were offered to the public free of charge. Our goal for this year was not only to activate the Eleusinian main streets but also the hidden city’s areas related to our programme, that were introduced for the first time to the general public as venue spots such as the port, Laou square, Mikrasiaton square, the Old Railway Station, Ilion commercial center, Anapsyktirio, St. George church’s yard etc. Local artists, local school bands, local volunteers and local businesses were personally involved in the implementation of EMD 2017 as well as local organizations such as the Minor Asia Association Of Eleusis Choir, the Day Care Center for People with Mental Disabilities “Evrinomi”, the Friends of Greek Music Association of Aspropyrgos that have actively participated in the events. The EMD 2017 was organized by Eleusis 2021 in collaboration with the European Music Day coordinator in Greece, Music Events Coordination and Organization non-profit organization (MESO), in the framework of “Share the Light” project. The entire cost of the event has been covered by Eleusis 2021. See the feedback form on the Annex 3.2.7.

**Alien project – Amorφous summer camp | 1 – 9 July 2017**

Amorφous summer camp (https://alien.pja.edu.pl/summer-camp.html), a 9-day summer camp, included a variety of free workshops, round tables, short documentary screenings and an exhibition of the workshops’ collaborative outcomes that created an alternative narratives’ patchwork in various public and private spaces, spread in the city of Eleusis such as abandoned stores that were activated again especially for this event. Distinguished academics, passionate teachers and innovative designers from Poland, Germany, France, Greece, Scotland, UK, Finland together with locals, children, students and migrant communities tried to understand and interpret the complex issue of migration flows in Europe: still fluid, without a consolidated form, setting at the same time new vital questions. The participants used urban typography with song lyrics to create their own visual interpretation of immigrated music and their own silk screen posters, they used Emojis as cultural communication and self expression and explored the link between storytelling and public space through the three stages of listening, excavating and assembling. They participated in workshops on design thinking and design activism for social change, on data visualization and new technologies, on animation inspired from the diverse cultures and on comic design based on short personal stories and testimonies of migrants. The local children participated in a workshop on designing stories through creating objects. There were discussions around education for migration, focused on developing awareness and knowledge in the field of migration within Europe, on the economic and demographic aspects of migration & integration of immigrants, as well as on the issue of deregulated capitalism and reinvigorated nationalisms. Alien (Advanced Learning and Inclusive EnviroNment) is a project co-funded by the Erasmus+ Programme, is implemented by five
different European universities (Polish Japanese Academy of Information Technology - Poland, the Warsaw School of Economics-Poland, Glyndwr University - UK, the University of the West of Scotland-UK, the Aalto University-Finland) and was organized in Eleusis by Technopolis Innovathens in collaboration with Eleusis 2021, in the framework of “Share the Light” project. The financial contribution of Eleusis 2021 has amounted for 15% of the total budget.

**Attiko School of Ancient Greek Drama | 1 – 10 July 2017**
Attiko School of Ancient Greek Drama (http://www.attikosxoleio.gr/en/) is a ten day intensive programme that explores Ancient Greek Drama from an interdisciplinary perspective. It is part of the “Capacity Building and Innovation Centre” programme and brings together high caliber artists and teachers from Greece and abroad to engage participants in a unique, immersive exploration of Greek tragedy and related art forms. Through workshops, masterclasses, seminars, film screenings, performances and educational excursions they explore the values and dynamics of Ancient Greek Drama on an aesthetic, ethical and socio-political level and its relation to the society today. The school is part of the newly established International Network of Ancient Greek Drama by the Greek Ministry of Culture and has established a collaboration with the International Performing Arts Festival “Between the Seas”, based in New York. This year, the Attiko School was held for the first time in Eleourgi and 50 Greek students and professionals as well as 14 students from the Princeton University have participated. The participants had the chance to present different experimental performances at Eleourgi, Eleourgio, the port of Elefsina and the Ancient Theatre of Epidaurus in collaboration with Athens & Epidaurus Festival and Aeschylia Festival.

**ADAF On Tour 2017 | 14 July 2017**
The Athens Digital Arts Festival (ADAF - http://2017.adaf.gr/) , one of the laureates of EFFE – Europe for Festivals, Festivals for Europe, visited Eleusis as part of its summer tour. Under the theme of #PostFuture, a temporary open-air cinema was staged at the central square of Eleusis, presenting a compilation of selected video art screenings created by international artists and the interactive augmented reality installation “Prosthetic Reality Book”, inspired by the vision and work of the Greek artist Kostas Tsoclis. The theme #PostFuture aimed to explore the future of digital culture, merging the digital and the physical boundaries and discovering the effects of the modern digital lifestyle in the different aspects of everyday life like art, society, media, nature, economy, relations, ethics, beauty. This event offered to the citizens of Eleusis the opportunity to get in touch with dynamic forms of contemporary art and culture and explore new, innovative and experimental digital expressions. The event was on free admission and the total cost has been covered by ADAF.

**HerMA – 4th International Conference on Heritage Management | 22 – 24 September 2017**
The HMO International HerMa Conference (http://www.inherity.org/conference/), part of the “ConServing” project, is an annual academic conference that promotes innovative practices and cutting-edge ideas in heritage management. Its aim is to bring together scientists, academics, experts, policy-makers, young professionals and local communities to collaborate and to turn theoretical approaches on heritage management into practice. In this edition, under the topic “Monuments in Ruins — Ruins as Monuments”, side events are planned to promote an interactive dialogue between the participants, the local community and the professionals of the creative industries such as the HerMA market that allows experts in the sectors of both cultural heritage and business to demonstrate and promote their upcoming projects. Towards this end, forty scholarships are given to local citizens to attend the conference for free. In addition, an industrial heritage tour is organized by Eleusis 2021 for the participants and spaces such as the Workers’ Union, Kanellopoulos Cultural Centre and Anapsyktirio, are activated for the conference promoting the modern history and heritage of Eleusis. The conference is organized by HMO (Heritage Management Organization) in partnership with Eleusis 2021, OPA, University of Kent, Aeschylia Festival and the Municipality of Eleusis. Eleusis 2021’s financial contribution amounts of 15% of the total budget.

**3.3 Travel diaries (Annex 3.3)**
We participated in different seminars regarding European projects and alternatives ways of funding and travelled to different conferences, festivals, international affairs and speeches, preparing our programme, strengthening our partnerships, exchanging knowledge and conveying the Eleusis 2021 mission. We travelled in Paris on the occasion of
the focus event under the theme “Un Souffle Grec” organized by the Nouveau théâtre de Montreuil. Artists, students, activists and professionals of the Greek and French political and cultural scene have participated in the event. Eleusis 2021 participated in the discussion under the theme “Greece in crisis: an experimental workshop, the mark of a Europe in the middle of disorder”, where we talked about how the Greek contemporary cultural scene functions. We have also travelled in France along with participants from 16 different countries from around the whole world, in order to attend the programme “Cultural institutions in the service of urban and territorial development” invited by the French Ministry of Culture and Communications. The purpose of this seminar was to familiarize the participants with the French context and to facilitate the development of professional networks between France and the countries involved and among the participants. We had the chance to share knowledge, practices and projects on issues of cultural institutions and urban and territorial development through round tables, visits and workshops. We have also participated in the European Lab Forum in Lyon, invited by Reworks Agora to participate at the panel under the theme "The power of the cities" and to discuss about the new models of resilient cities with long-term and “bottom-up” approaches that can inspire the genuine and sustainable transformation of our cities, mentioning the ECoC title and our motivation and mission for the Eleusis 2021 programme. We took part in the summit “Unlearning From Athens” of the 1st Architecture Biennale of Lyon where we discussed about Eleourgio, Symiaka and our programme’s concept.

Although the resources were limited, we kept in touch with other ECoC teams and discussed about possible collaborations. At the beginning of this year we went at the Opening Ceremony of Aarhus 2017 and we had the chance to discuss with representatives from Mons 2015, Leeuwarden 2018, Valetta 2018, Galway 2020, Rijeka 2020 and Kaunas 2022. We have also participated in the ECoC family meeting, together with the mayor of Eleusis, that was held last June in Leeuwarden. During the Tandem Europe final meeting and the three-day fundraising workshop organized by the Heritage Management Organization both hosted in Eleusis we met colleagues from Plovdiv 2019 and Mairin Doddy, member of Galway County Council. We are planning to participate in the Network of Candidate Cities’ first conference after the invitation sent by Cluj Cultural Centre (CCC), supporting the idea of establishing a Network of Candidate Cities. We will also participate in the ECoC family meeting organized by Valetta 2018 next October and we are planning to go to Shanghai for the ECOC-CCEA cooperation forum.

Meetings in Elefsina:
During the year 2017, we have met and welcomed in Eleusis the Romanian Ambassador of Greece and the cultural attaché of the American and the French Embassy. In addition, we met and discussed about possible collaborations with the artistic directors of the Athens & Epidaurus Festival, of the National Opera, National Theatre and of the Athens Concert Hall, with the former artistic director of the National Museum of Contemporary Arts in Athens as well as with the Secretary General of the International Network for contemporary performing arts IETM. We also welcomed twice in Eleusis Mr Shuji Kogi, Secretary General of the EU-Japan Fest and together with artists, Eleusis 2021 curators and collaborators discussed about possible future collaboration regarding the promotion of cultural exchange between Greek and Japanese cultural actors in the following years.

We participated at the panel regarding the establishment of a Greek Regional Cultural Festivals Pilot Network. More than 50 representatives of Greek festivals (including the Aeschylia Festival), in response to the invitation of Athens & Epidaurus Festival in cooperation with the Minister for Culture, met altogether in order to organize a "network" of Regional cultural bodies operating across Greece, as well as to review the institution and the role of today’s festivals.

3.4 How we have responded to the jury’s recommendations

3.4.1 Revisit the programme¹ (Appendix 3.1.1 – 3.1.2)

¹ Most ECOCs revisit their programme after selection to bring the plans up to date, to possibly merge projects and to strengthen them. The panel recommends such a review with a particular emphasis on deepening the European partnerships and tackling European themes so that citizens can enhance their awareness of the diversity of cultures in Europe. At the same time the richness of the diversity of Elefsina should be brought out into the programme., p. 24
As we have mentioned before, the revision of the programme has taken place only partially, due to the delays and the lack of resources and personnel. Because of these, we have reoriented our timetable and plan to set up a team of 4 main creative producers (one for each theme and a fourth for educational programmes and the surrounding region) and two production managers by January 2018. By that time, the all projects originally planned to start in 2017 will have been contracted and given a time of 3 months to elaborate into concrete action plans, so that they can start fully running in April 2018. The artistic team will be given 5-6 months to fully revisit the programme and another 6 to elaborate it into concrete partnerships, projects and action plans. Our main goal is to have in early 2019 about 70% of the programme settled.

So far, we have revisited the programme mainly on a conceptual basis, having in mind three main goals: 1. to strengthen the projects, 2. to enhance citizens’ participation and 3. to strengthen the european dimension and have concluded in the following merges and changes that we would like to submit to the jury. In view of the merges and the changes, we have also revisited and partly redistributed the budget in a way that allows us to reserve an amount for interesting projects that might appear later, taking into account the relevant concern of the Panel², or add to projects that might need more financing.

3.4.1.1 Merges of existing projects
We plan to create two Big Programmes that will be the main vehicle in the ramp years, “Culture 2030” and “Persephone”. Also, we plan to merge the projects “Prototyping YØUrope” and “Future Neighbourhood” in one new project focusing on the intersection of arts, science and technology and targeted especially to young people and children.

Culture 2030
Culture 2030 is the result of merging the following projects: Capacity Building and Innovation Centre, City Art Lab, Neighbourhood Cultural Councils, The Neighbourhood of EUphoria and Europe of Festivals. It aims to empower cultural operators, to make culture a key factor in the development of sustainable policies both on behalf of policy makers and of on behalf of citizens and bring important and necessary change in the Greek cultural field. Culture 2030 has 3 strands:

The Capacity Building Strand focuses on building capacities for the team of Eleusis 2021, for cultural professionals and for artists (as described in CAIC programme of the bidbook), as well as for citizens (as described in the Neighbourhood Cultural Councils project of the bidbook). For the latter, taking into account the Panel’s recommendation³, we intend to use participative and open space techniques such as public debates, round tables, wall cafes etc.

The Networking Strand includes the networking activities of the bidbook’s City ArtLab project and extends to the creation of a new Network of Greek cities. The aim of the network will be to enhance cultural strategies and policies at local level, create a meeting place between city policy makers and cultural operators and physically involve other Greek cities – both candidates for the ECoC 2021 title and non candidates – in the ECoC artistic programme through coproductions of events that will be taking place in other cities, touring of Eleusis 2021’s events in these cities and sharing of educational programmes. Finally, through this network we aim to initiate a new institution, which we believe can act as a catalyst for the advancement of both cities and the cultural sector: the Greek Capital of Culture, a national institution modeled after the ECoC.

The Legal Strand focuses on changes on the legislation that will enhance the way the cultural field operates in

² This degree of forward planning is unusual in an ECOC at this stage of selection. It can preclude new and relevant projects being developed in the next few years., p.9

³ The panel welcomed the ambition of the “Neighbourhood Cultural Councils”. They have the potential of extending their reach into areas of participative budgeting and local projects beyond the cultural arena. The panel recommends the participatory development of their governance and operations., p.10
Greece. Through our experience this year – and not only – we have realized there are huge differences and gaps between the greek legal framework and legal framework in other EU countries with respect to the cultural sector. This in turn becomes an obstacle in international cooperation (i.e. there is no legal status for a freelance artists in Greece). On the occasion of 200 since the Greek Revolution, we intend in 2021 to present a corpus of changes in legislation with respect to the cultural sector that will signal a kind of “restart” for culture in Greece.

**Persephone**

Persephone comes out of the merge of “Vertical Garden”, “Share the Light”, “Re-De Industrialize” and “Hotel Europa” projects, in an attempt to bring together the main projects aimed at interventions in public space and in community based work. By merging these projects into one, we create a big programme running the ramp years and involving a number of projects which will engage the different communities and target groups of the city, as well as interventions in the public space. Expanding the plan described in “City ArtLab” to provide spaces for three companies to be permanently relocated in Eleusis to more artists, craftsmen and designers, we plan to revitalize the three targeted neighbourhoods – Synikismos, Symiaka and Lower Eleusis – by providing free spaces to artists in Synikismos, blue economy and bio products start ups in Symiaka and craftsmen and designers in Lower Eleusis to establish themselves there on a permanent basis. For a more detailed description of the new “Persephone” programme see Appendix 3.1.3.

### 3.4.1.2 Changes

We wish to propose changes in the projects “Grafting or the Second Chance”, “Alter Fabrication”, “Usual Bread”, “Aeschylus” and “Eleusis: The Living Museum”. The project “Grafting or the Second Chance” has been canceled for feasibility reasons. In order to graft all trees of the city, it should have started in March – April 2017. In parallel, the city has initiated a grafting programme which weakens the proposed project as an artistic endeavor. So, we are in discussions with the artists to reshape the project. With respect to “Alter Fabrication”, we wish to change it into a series of different artworks - visual arts, performances, screenings, educational programmes, digital works - focusing on the history of the workers’ movements in Europe, the perception and representation of the working class in different European countries and the current question of the rise of unemployment – especially among the young people – and the changes in labour market in Europe. The project will be combined with “Eleusis Terracotta Army” in order to strengthen the European dimension of a focus on the working class and labour market of Europe. The changes on “Usual Bread” concern its timeframe. Originally scheduled to begin in 2021, we wish to start already in 2018 with the establishment of “Soozy Tros Bakery” in Pontiaka neighbourhood. This way, the project will have enough time to engage with the citizens of this neighbourhood and bring change. The change we wish to introduce to “Aeschylus” project is to initiate a European Prize for artists that intervene with their work in contemporary political reality, in order to strengthen the European dimension of the project. The change in “Eleusis: The Living Museum” project concerns a reduction in its budget, since a part of the research and documentation will be done by other activities of Eleusis 2021, such as the monitoring and evaluation. Finally, we have renamed the admittedly “awkwardly” named “fARTory” to “Art@work”.

### 3.4.2 Review of the flagship events and projects

We are planning to have three big international exhibitions running subsequently at Iris and together covering the whole year: the first will run from January to April, the second from May to July and the third from September to December. The second one will be “Eleusis Terracotta Army”. A prevailing idea for another one – either the opening or the closing – is a retrospective of Sebastiao Salgado, as the three main corpuses of his work – “Workers: Archaeology of the Industrial Age”, “Exodus” and “Genesis” correspond to our three main themes “The EU Working Classes”, “EUrbanization” and “EUnvironment” respectively. But we haven’t taken any steps yet to approach him and explore the feasibility of this project.

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4 To review the flagship events to ensure a stronger programme to attract international visitors (eg the exhibition of the Terracotta Army), p. 24
3.4.3 To ensure the programme and legacy changes complement and not compete with Athens

We have already discussed co-operation with a number of cultural institutions of Athens such as the Athens & Epidaurus Festival, the National Theatre, the National Opera, the Athens Concert Hall, the National Museum of Contemporary Art. The common ground of these discussions is that Eleusis’s programme will focus in site specific and community based work, as the size of the city is ideal for this, contrary to Athens. To this end, we have already start a cooperation with the Athens festival with the co-production of “Louisette” site specific performance in 2017 and will continue in the next years.

3.4.4 To review the approach to highlighting common European issues through hosting international conferences, seminars and workshops throughout the ECOC period and within the year. The three ECOC themes have a strong pan European appeal and the ECOC should exploit them.

This is something we wish to discuss further with the Panel members, in order to fully understand if the proposed approach is towards more meetings scattered in the year and the ramp years or towards merging the proposed meetings in fewer and bigger ones.

3.4.5 To carry out more detailed research and planning on various elements of the programme including the creative industries; audience development, Neighbourhood Councils, the use of libraries and archives and the activities in the Western Attica region.

To carry out more detailed research has not been possible so far due to the circumstances. Therefore, it is planned to take place from January 2018 onwards, when the artistic team will be in place.

3.5 European Dimension

With respect to how the programme enhances the European dimension, we will mainly refer on how the pilot projects carried out so far,

3.5.1 promote cultural diversity in Europe, intercultural dialogue and greater mutual understanding

Mystirio Kanali – Golden City has been a very indicative project on how we intend to promote cultural diversity, intercultural dialogue and greater mutual understanding. For more than one month, different age, social and cultural groups of Elefsina – such as the football club, the local associations, schools, youth bands, refugees, workers associations – were meeting with the relevant groups of Bremen, shared their stories, learned the city’s history and legends and discussed on current hot issues such as the crisis, unemployment and the refugee crisis. All Academies and networking meetings brought together cultural operators from different European countries, creating the ground to share experience and better understand each other. The NA Fund Academy especially brought in Elefsina young artists and their teacher from Izmir, who met with the people in Synikismos, had dinner together and already discussed first ideas for projects connecting Synikismos and Izmir.

3.5.2 highlight the common aspects of European cultures, heritage and history, as well as European integration and current European themes;

The main European themes of our programme are:

1. Migration, refugee crisis and the relationship of Europe to the Arab world mainly approached through “Europe, Daughter of Phoenix” programme. In the pilot projects, migrations has been the main focus of “Amorφous Summer Camp” and of the visual arts installation “Upon the earth and under the clouds”. It has been also a focus of the Mystirio Kanali – Golden City project.
2. The current political situation in Europe with the rise of nationalism and with respect to the history of creation of the national states in Europe. The performance “Louisette: the backstage of a revolution” has dealt with this issue.

3. The history of workers’ movements and the current issues of unemployment and competitiveness in Europe. These issues were raised in a couple of events of Mystirio Kanali – Golden City.

4. Citizens’ participation, which has been a main component in all pilot projects. To enhance this point we aim to focus a lot in educational programmes and digital applications as components to all proposed programmes.

5. The question of sustainability and urban resilience, which has been the main focus of the NA Fund Academy.

6. The importance of a vibrant and sustainable cultural sector as a catalyst for political and social sustainability. Professional networking events such as the Atelier Mobile, the Creative Lenses, the NA Fund Academy serve this goal, which will be mainly served by the new “Culture 2030” programme.

3.5.3 feature European artists, cooperation with operators or cities in different countries including cities holding the title;

More than 175 artists and cultural operators from other European countries and the USA came to Elefsina, as participants in the various pilot projects that took place this year and we have started discussions with other ECoCs for cooperation.

3.5.4 have the potential to attract the interest of a broad European and international public

We still need to work more on this, meaning to develop the proposed programmes into concrete artworks. Nevertheless, we have already taken steps toward this direction such as strengthening the “Eleusis Terracotta Army” project and considering another 2 big international exhibitions. The digital applications and educational programmes will also be a tool to attract broader European and international public. Finally, projects such as the “Titans” that tour all over Europe and “Mystirio Kanali – Golden City” that introduced Elefsina in the citizens of Bremen also serve this goal.

3.5.5 involve local artists and cultural organisations in the conception and implementation of the cultural programme

A number of local artists and cultural organizations have been involved in the projects “NA Fund Academy”, “Amorφous Summer Camp”, “Louisette: the backstage of a revolution” and “Mystirio Kanali – Golden City”.

3.5.6 combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions

This point is served mainly through the content and form of the artworks and projects. For example, in “Amorφous Summer Camp” local traditional wrinkles cooperated with designers and architects. Also, in “Mystirio Kanali – Golden City” traditional cultural groups participated in a number of live online shows.

3.5.7 ensure a wide range and diversity of activities and their overall artistic quality

We believe that even with the pilot projects realized so far, which are indicative of our intentions with respect to the programme, we have demonstrated a wide range and diversity of activities, from community based work to large scale productions such as the installation “Upon the Earth and Under the Clouds” or the “Titans” and “Louisette: the backstage of a revolution” that have been co-productions with organizations such as the Theatre de la Ville and the Athens Festival.
4. Capacity to deliver

The strong political support continued steadily these months mainly by the Central Government and especially by the Ministries of Culture and Interior Administration (Responsible for municipalities) and the Ministry of Hellenic Governmental Coordination.

The Ministry of Culture appointed the member of the Board of Directors, as soon as the company was ready to legally operate in July. Mrs. Stavroula Fotopoulou as Director of Modern Cultural Assets and Intangible Cultural Heritage has been already very helpful with her scientific but also administrative experience.

Also, the Ministers of Governmental Administration and Interior Administration take action themselves to help us for the resolution of administrative and legal difficulties we are facing. They use emerge procedures with Ministries Directions (Appendix 4.1).

The Prefecture authorities support our efforts for the funding of the ECoC by including our project to their budgets. The Municipality Committee during its 19th of September council, after our official presentation for the report, committed to support the next urgent actions to be taken in order to catch up with our delays. They have also asked to support by organizing a special council for the infrastructures the first days of October where the Vice Mayor of Infrastructures Ms. Maria Vasileiou and our team member responsible for monitoring & evaluation Ms. Peggy Tsolakaki, will present together the status of preparations and will deploy our joined actions to be immediately approved.

Our cultural infrastructure planning program is being reformed based on all changes and merges between subprogrammes of the artistic programme of Eleusis 2021. The strategy for developing cultural infrastructure has not been revised and still develops in two axis as already being described in the bid book:

a. the modernization, renovation and energy upgrade of the available existing cultural facilities, as analysed in the bid book (see appendix for an extended list of existing cultural infrastructure used within the ECOC program, table 4.2);

b. developing new cultural infrastructure by restoring two former industrial clusters and by creating the CBIC hub and several smaller institutions.

SUMMARY

The revised artistic programme of Eleusis 2021 will be held in the following venues and facilities: a large open theatre of 2,000 seats and a smaller outdoor theatre, two medium sized indoor theatres, two large indoor exhibition halls and four smaller, a large open exhibition site already used in the past for site-specific installations and three large open-air exhibition areas, three outdoor open spaces that will act as "neighbourhood meeting points". Two medium spaced multipurpose halls as rehearsal halls, two training and research buildings, twenty private residences for hosting mainly artists, 500 sq. m of offices, ten industries in operation, seven farms, twenty enterprises of the tertiary sector and other smaller infrastructure.

It should be mentioned that most of the above venues, facilities and infrastructure, already exist. Few of the venues are under a renewal or modernization procedure or use change procedure, some existing ones are modernized and change use and some are being reconstructed and two of the venues are under construction.

The working team, in order to coordinate and planning of any necessary interventions with the Municipality, has already proposed the establishment of a specialized ECOC office in the Municipality’s operating structure in order to better coordinate and act on issues concerning the ECOC. The establishment of the above office is being probed by the administration of the Municipality since August 2017.

The working team has drawn up an action plan for the modernizing and keeping up to date the public spaces and facilities, prioritizing interventions to the areas, neighbourhoods and buildings correlated to the Eleusis 2021
programme. The action plan needs to be prioritized by the municipal authorities in order to be on time with the ECOC programme and be integrated into the operational planning of the Municipality and its agencies for the coming years (see Annex 4.6).

Eleusis 2021 has established, as described in its revised organizational chart, a specialised department of monitoring the progress of the necessary spatial projects to be implemented. The Monitoring and Evaluation Office has been operational since September 2017 with a project partner contract of an external partner which was also a member of the candidacy team.

The Municipality of Eleusis has already proceeded with the purchase of an online tool and app for the observation of public space and its facilities through the Smart Cities programme, and has also co-operated with the Ministry of the Environment in the compilation of the study "Elefsina - Study on the unification of archaeological sites and monuments, with an urban regeneration aspect", which will be completed on February 2018 and it will consult in a comprehensive Masterplan of interventions in the city in the axis of strengthening the cultural tourism product, highlight the destination and upgrading the urban environment. At the same time, the preparation of the study directly through the Ministry of the Environment, has the effect of accelerating the procedures of funding. As the Commission has also noticed that the city must undertake a thorough review of the tourist support infrastructure, the Ministry in cooperation with the municipality and Eleusis 2021 promotes, among other things, in the context of smart cities, the creation of a real information and support centre for visitors / tourists (Info-Poukt), which is proposed to be located at a central point on a listed building and cohabit with some of Eleusis 2021 info point service and offices.

Eleusis 2021 is processing with the municipal authority the elaboration of a detailed planning for the new infrastructure after the year 2021 in order to be sustainable, taking into account the new institutions that will emerge through the ECOC programme and the display of the city’s needs. The initial planning for new infrastructure is shown below (Table 4.4).

Regarding the second axis of the cultural infrastructure planning strategy, two rehabilitation projects of 2 former industrial clusters are taking place, in order to accommodate some of the needs of the ECOC program, mainly related to infrastructure categories 1,3,5 (see Table 4.3). These projects (IRIS / BeHeri1 and Eleourgiki / BeHeri2) retain a great risk of their implementation and completion, as it has also been noticed by the committee, but firstly they are key objectives for the ECOC legacy programme as well as their development contributes to preservation and rehabilitation of cultural and industrial heritage.

The working group coordinated by the Monitoring Office in order to reduce the risk has realised an analytical approach of the current state of each project and the requirements for complementary studies and procedures, based on Greek legislation. This analysis results in a new timetable (see Revised Timegraph 4.5) for the completion of the two projects. In any case, alternative scenarios for the accommodation of each ECOC programme are being examined.

The Monitoring Office, in collaboration with a team of experts from the Municipality, investigated the potential problems that might arise during the procedure of renovation of the Be-Heri 1,2 projects in order not to significantly revise the implementation timetables as they were originally set. Such problems seem to concern procedural barriers and issues related to the institutional framework, urban planning legislation or even bureaucracy. The working group has accumulated institutional bottlenecks or processes in order to be promoted in total through the Ministry of Interior / Minister’s Office, as co-ordinator.

With regards to better locate categories 9,10 (Neighbourhood open venues and residences), the working group has launched a spatial planning and property study for the location of the three Neighbourhood Open venues and 20 residences / offices needed in three different neighbourhoods of the city. The specific guidelines for carrying out the study will be given by the Monitoring Office according to the needs of the relevant programs. The results of the study will indicate the properties to be used for the purposes of the two programs. The study will be accomplished in 2017.
Subsequently, Eleusis 2021 will outsource the study of the organization and operation planning of the above entities.

In the context of the wider modernization of public space, the Municipality intends to launch a Sustainable Mobility Study which will set the main axes and will promote relevant projects on sustainable urban mobility in general and more specifically on the expected traffic increase in the coming years. This study will also examine and set the design of each infrastructure used in the program, in terms of accessibility, nuisance and parking.

5. Outreach

In accordance with the organizational chart, the appointment of an Audience Development and Participation Coordinator will be held until 31.12.2017 with the aim to employ three more partners / subordinates that will be recruited in 2018 (responsible for volunteer coordination, creative citizens network and audience development) and altogether will plan to update the strategy and will proceed immediately with relevant actions and programmes.

The projects held during 2017 were used as pilot actions for the activation of different local organizations. More specifically, during the performance “Louissette: the backstage of a revolution” the true protagonists were the students of the Special Vocational High School of Eleusis that participated in the performance. A prominent example of the direct involvement of the local population in the planning and implementation of the projects is the “Mystério Kanali – Golden City” project where local cultural organizations such as the Asia Minor Association of Eleusis, the “Adrachti” Folklore Association, Panelefsiniakos football team, local school bands, the music band of the Special Vocational High School of Eleusis “Eleusis Band” and the Workers’ Union, had the opportunity to discuss and share their city stories, expressing their dreams and their concerns about Europe with local organizations and citizens from Bremen. Finally, during the Nature Addicts Academy, the citizens of Eleusis discussed and shared common stories with the Academy’s participants coming from Italy, Bulgaria and Turkey through the participation of the local organizations such as the Minor Asia Association, EcoEleusis, the Municipal Gardens as well as through a bike tour held around the city, a common dinner held in Synikismos neighbourhoud, the open air screening of “Mourning Rock” and the creation of the permaculture garden that was left to be maintained by the local community. The meeting of the Asia Minor community with the artists from Izmir was especially touching.

Moreover, Eleusis 2021 travelled to Sibiu to participate at the fourth Be SpectACTive! International conference under the title: “AUDIENCE ENGAGEMENT, the impact of the audience-centric approach on the organizations and the policy implications” organized under the framework of the Sibiu Performing Arts Market. Representatives of European Capitals of Culture, artists and cultural professionals from all over the world had the opportunity to share their perspectives and discuss their experience on this subject.

Finally, after the instigation of EU Japan Fest, Ms. Mayumi Taniguchi - coordinator of Japanese participation in the volunteer program of Sibiu International Theater Festival in Romania and Stelios Papageorgiou - volunteers programme coordinator of Pafos 2017, we are willing to participate in the creation of a Volunteer Coordinators Network in the following months, which will encourage the volunteers and the programme’s coordinators to share their experience and knowledge.

6. Management

In July 2016 the National Government voted a special amendment (Law 4403/2016) offering Municipalities the possibility to form Societés Anonymes Companies, thus offering them the opportunity to effectively run the operations for the preparations for CCE within exceedingly tight time frames.

The legislator defined it in the company formation of article 265 on municipal companies, with the justification in the explanatory statement, that due to the particular nature of the European Capital of Culture project – concerning large scale organization within a tightly defined time frame, requiring specialized staff, while a large part of the operations consist in collaborations and joint productions with bodies from abroad – the Panel recommended to the Greek government to proceed with legislation that would offer the opportunity to the three final candidate cities to form a Société Anonyme for the purpose of managing the European Capital of Culture project.
The Ministry of Internal Affairs proceeded with regulation of this matter through article 52 of Law 4403/2016. Following the official nomination of the city of Eleusis, the Municipality of Eleusis conducted a feasibility study before establishing the Company “Eleusis 2021 European Capital of Culture SA”.

**FORMATION, NAME**
The Societé Anonyme founded by this present agreement shall bear the corporate name «MUNICIPAL SOCIETÉ ANONYME ELEUSIS CAPITAL OF CULTURE” and the distinctive title “ELEUSIS 2021”. In the case of transactions with foreign nationals, the company distinctive title will be rendered using the Latin characters “ELEUSIS 2021”.

**REGISTERED OFFICE**
The company has its registered office in the Municipality of Eleusis of Attica Prefecture, Attica Region – Regional Unit of Western Attica, whose jurisdiction it falls under for any dispute, unless otherwise specified by law. By decision of the Board of Directors it is possible to establish subsidiaries, branches, offices or agencies anywhere in Greece or abroad.

**DURATION**
The company’s duration has been determined as five (5) years, beginning upon the registration of the Memorandum of Association in the General Commercial Registry (G.E.M.I.) of the relevant Directorate for Trade.

**PURPOSE**
The institution of the European Capital of Culture is a Union Action regulated by decision number 445/2014/EU (16.04.2014) of the European Parliament and the Council of the European Union «Establishing a Union action for the European Capitals of Culture for the years 2020 to 2033 and repealing Decision No 1622/2006/EC”.
The hosting of the institution of the European Capital of Culture for the year 2021 by the Municipality of Eleusis is defined as the company’s specific purpose and includes:
- Preparation and implementation of all necessary actions in Eleusis as European Capital of Culture for the year 2021 and specifically the design, organization, dissemination and staging of relevant cultural events, as well as the logistics required for their implementation.
- Facilitation of innovation and contemporary cultural production, participation of citizens in cultural creation and economic impact of arts and culture.
- Promotion of common cultural European art and culture movements, fostering of continuous cultural cooperation within the European Union and enhancing dialogue between European cultures and the rest of the world.
- Participation of the broadest possible segments of the population and the widest possible dissemination of cultural events.
- Making the most of historical heritage, urban and industrial architecture and quality of life in the city.
- Preservation and promotion of European cultural diversity and highlighting of common characteristics, as well as strengthening of citizens’ feeling of belonging to a common cultural space, as well as strengthening culture’s input to cities’ development in the long-term, in accordance with their respective strategies and priorities.
- Offering a variety of services and exercising any activity relevant to the above.

To attain the above objective it is possible, furthermore, to collaborate with international Arts and Cultural production and support networks, to be subsidized by programs of the Ministry of Culture and Sports, and the Ministry of Education, Research and Religious Affairs, the local competent Regional Office, chambers of commerce and other Public and Private legal entities, as well as to enter into programme agreements with the aforementioned bodies for the attainment of its objectives.

The company capital share is set at one hundred thousand (100,000. -) Euros, callable by the Municipality of Eleusis, split into one hundred thousand registered shares, each at a par value of one (1.00) Euro. Company shares are reserved registered shares pursuant to article 6, §1 of Codified Law 2190/1920.

Following the formation of the company on 28.04.2017 it was noted that inclusion under the law on municipal enterprises gave rise to obligations and operational difficulties as summarized below:
1. Inability until 2022 to hire specialised staff, in addition to inability to provide suitable remuneration.

2. Difficulties in the provision of services and works contracts, caused by legislation 4412, which, although for the greater part happens to be an adaptation of European legislation, created major difficulties due to special decrees concerning municipal enterprises.

3. The advice of the Ministry of Interior Administration concerning legislation on sponsorships and donations is pending before it becomes possible to proceed with the disbursement of grants already agreed upon.

An organization chart is attached (Appendix 6.2), and CVs of the Board of Directors and executives (Appendix 6.3), as well as CVs of bidbook collaborators hired up until 31.12.17 with works contracts, due to the restrictions in hiring resulting from legislative barriers that have still not been raised.

1. Board of Directors

**Election and term of office of the Board of Directors**

The company is directed by a Board of Directors comprising five (5) to eleven (11) members. The members of the Board of Directors are elected by the company shareholders’ General Meeting.

The term of office of the Board of Directors has the same duration as the mandate of the City Council, with the exception of the first Board of Directors’ term of office, as defined below, which is to last for the period until the first Regular General Meeting is held, by 30 June 2017 (postponed for June 2018).

The members of the Board of Directors are always eligible for re-election and are freely revocable. Acts of the Board of Directors, over and above the Company purpose, bind the Company in relation to third parties, unless it can be proven that the third party was aware of the transgression or ought to have been aware of it. The observance, solely, of publications anticipated by the Company’s Articles of Association is not sufficient evidence.

**Authority – responsibilities of the Board of Directors**

1. The Board of Directors is responsible for the administration, management and allocation of company assets and representation of the company. It makes decisions, generally, on all issues relating to the company within the framework of the company purpose, with the exception of those that, by Law or the Articles of Association, fall within the responsibility of the Company General Meeting.

2. The Board of Directors is entitled to delegate the exercise of all its authority and responsibilities (with the exception of those requiring collective action), as well as the representation of the company, to one or more persons, whether members or not, at the same time defining the extent/scope of this delegation.

**Composition of the Board of Directors**

1. The Board of Directors convenes and is formed as a body, directly following its election, electing a Chairperson, a Vice-Chairman and the Chief Executive Director.

2. The election is held at the first meeting of the Board of Directors, following every General Meeting when its composition has been fully renewed.

**Operation of the Board of Directors**

1. The Chairperson of the Board of Directors draws up the Agenda, presides and directs meetings and carries out every action within his power, provided for by Law or by this Memorandum of Association. Where prevented from exercising his duties or in case of absence he is deputized for by the Vice-Chairman, and he, in turn, by the Managing Director.

2. The Board of Directors convenes at the company’s registered offices whenever required by company needs, following the Chairperson’s invitation, which includes the Agenda, the exact day and time and the venue for the meeting; it should reach members at least two (2) working days prior to the meeting, not including the day of receipt of the notification and the day of the meeting. The Board convenes extraordinarily upon the request of two (2) of its members by written invitation to the other members of the body, which (invitation) should at all costs include all the particulars of the previous paragraph.
3. The Board of Directors may convene through teleconferencing of its members, with the exception of cases when the present Memorandum or the Law demand a qualified majority. On personal issues, the Board of Directors’ decisions are reached through secret vote obtained by ballots.

4. The Board of Directors constitutes a quorum and duly convenes, when half plus one of its members are present or legally represented. A counselor who is absent, may be represented by another counselor. Each counselor may represent only one absent counselor. A meeting with no quorum is considered as never having taken place and no meeting minutes are drawn up for it.

5. The decisions of the Board of Directors are taken when absolute majority of members present or represented is obtained.

6. The Board of Directors may also convene following the request of 1/3 of its members (figures are rounded upwards if the first decimal figure is higher or equal to number 5 and downwards if it is lower than the number 50) by written request to the Chairperson, which should include all Agenda topics. The Chairperson of the Board of Directors is obliged to convene the Board of Directors within seven (7) days from the submission of the request. In case of the Chairperson’s denial to convene the Board of Directors within the above time frame or in the case when the meeting is held past the seven-day deadline, the members requesting the meeting have the right to convene the Board of Directors within five (5) days following the expiry of the seven-day period, by issuing the relevant invitation to the other member of the Board of Directors.

7. The Board of Directors may issue its own Rules of Procedure, whereby the exact terms of its operation are set down, following a decision reached by qualified majority of 2/3 of members present.

8. Each counselor has the duty to attend and participate without fail in the Board of Directors Meetings. The unsubstantiated absence from meetings of any counselor for a six month period is considered to be a resignation and is final, once the Board of Directors reaches the relevant decision which is set down in the Minutes.

9. In the case of resignation, death, or loss of membership to the Board of Directors, in any other way, the remaining members may continue the management and representation of the company, according to the previous paragraph, even if the missing members, are not replaced, on condition that their number exceeds the total number of members by half, as calculated before the occurrence of the aforementioned events. In no case, may the number of Members be lower than five (5).

2. Chief Executive Director

The Chief Executive Director is appointed by the Board of Directors following an international open call of interest and may be a member of the Board of Directors.

The Board of Directors entrusts the Chief Executive Director with managerial and representative authority. Within the framework of this authority the Chief Executive Director, indicatively and not restrictively, may:

a. Delineate the general guidelines for the Company’s cultural policy, based on the proposal of the Artistic Director, within the framework of the application file, the applicable legislation, the rules of procedure and the financial capacity of the Company.

b. Preside over all Company departments, direct their work, make all necessary decisions within the framework set by the applicable legislation, the Articles of Association, the regulations governing the Company’s operation, the approved programs and budgets, as well as the decisions of the Board of Directors.

c. Propose the internal rules of procedure to the Board of Directors.

d. Stipulate, sign and execute every agreement required for the fulfillment of the Company’s objectives, taking into consideration the exceptions provided for in this present Memorandum of Association, recover claims and revenues from whatever source, accept donations, contributions, sponsorships, contract loans and proceed with any legal operating income, within the framework of the Company’s aims, the Memorandum of Association and the decisions of the Board of Directors.

e. Have disciplinary authority over the Company’s entire personnel; appoint the Curators of the Artistic Programme, as well as the Managers for the Implementation, Production and Technical Support of the artistic programme events, in accordance with the general guidelines of the Board of Directors and following the Artistic Director’s proposal.

f. Undertake any other business entrusted to him/her by the Board of Directors.
3. **Artistic Director**
The Artistic Director is the person responsible for the design and execution of the artistic programme, as described in the candidacy bidbook. The Artistic Director’s main associates include the Curators of the Artistic Programme, as well as the people responsible for the execution, production and technical support of the events in the artistic programme. Manages the following departments:
   a. Team of Curators
   b. Execution and Production Team
   c. Team of Technical Support

4. **Administrative and Financial Director**
The Administrative and Financial Director is in charge of the financial management, accounting, and all the administrative operational issues (personnel, contracts, etc.). The Administrative and Financial Director is responsible for drafting financial reports and for implementing all necessary procedures for the contracts. Manages the following departments:
   a. Accounting
   b. Procurement
   c. Finance
   d. Human resources
   e. IT support
   f. Safety Office
   g. Security / Public Safety

5. **Marketing and Merchandising Director**
The Marketing and Merchandising Director is responsible for marketing, public relations, advertising, communication and the press office. At the same time, it is responsible for sponsorships and the Eleusis 2021 S.A. commercial activity, as well as the design, production, marketing and commercial exploitation of company products. Manages the following departments:
   a. Press Office
   b. Branding
   c. Internal Communication
   d. External Communication
   e. Marketing
   f. Graphic Design

6. **Audience Development and Participation Office**
This office is responsible for the strategy to activate and ensure the participation of citizens in all the activities of Eleusis 2021, for the coordination of the volunteers and the Creative Citizens’ Network, and the audience development strategy. It ensures the creation of suitable networks and communities in order to develop not only participants and volunteers, but also audiences, visitors and sponsors. For this reason, the office answers to both the Artistic Director and the Chief Executive Officer. The office cooperates with the Artistic Director within the framework of the artistic programme’s projects that involve participation of the public and local production forces, educational programmes, etc. The office cooperates with the Chief Executive Officer and the Marketing and Merchandising Department within the framework of the audience development strategy. The following Departments will be functioning:
   a. Creative Citizens’ Office
   b. Volunteers
   c. Audience Training and Development
7. European Funding and Research Programmes Development and Management
This office is responsible for identifying the funding needs regarding operational and capital expenditure, finding suitable funding programmes and submitting relevant applications. It is also responsible for managing approved projects in collaboration with the Eleusis 2021 relevant departments. In this office there will be a Coordinator, external partners depending on the project and a coordinator from the Municipality.

8. Monitoring and Evaluation Office
This office is responsible for monitoring the progress of all infrastructure related directly to the artistic programme of Eleusis 2021. This department cooperates directly with the relevant department of the Municipality of Eleusis and the Regional Unit of Attica. It also works directly with the external partners who are in charge of evaluating the ECoC, monitors and assists in the progress of their work. Finally, the Office is responsible for planning for the subsequent status quo, which will ensure the ECoC legacy after the title year and the dissolution of the company, as foreseen by Hellenic law. Our aim is to ensure the analysis, evaluation and proliferation of sound management practices, as well as know-how on cultural management, via the Capacity Building and Innovation Centre. There is also provision for the creation of a team of volunteers for each management department, so that each Manager or Coordinator of a department/office may transmit their knowledge to younger professionals in-the-making. The following departments will be functioning:

a. Infrastructure Monitoring
b. Internal Monitoring and Evaluation
c. ECoC Legacy

Linked entity with the Municipality of Eleusis
It is envisaged in the administrative reorganization of the Municipality of Eleusis the creation of a special office that will cooperate with the Creative Citizens’ Office, the European Funding and Research Programmes Development and Management Office as well as with the Monitoring and Evaluation Office for joint actions in these areas.

Operating Regulations
After the company’s formation, after taking up her duties in September 2017 and within three months, the Chief Executive Director has to prepare the operating regulations as follows:

• Internal Services Regulation: Analysis of procedures concerning the internal operation of the S.A.
• Staff regulations: Analysis of procedures related to the recruitment, evaluation and staff remuneration
• Financial Management Regulation: Analysis of financial management, open calls, contracts and procurement

Curriculum Vitae (Appendix 6.3)
Maria Philippi, CEO, officially appointed 19.9.2017 (selected and working with the team since 08.05.2017).
Kelly Diapouli, Artistic Director, officially appointed 14.09.2017 (hasn’t stopped since the selection day).
Board of Directors, appointed in March 2017 (temporary Board of Directors, elected by the City Council in October 2016).

Financial Strategy
Our financial strategy due to the economic crisis in Greece is to stay on track with the funds described in the bidbook and we have no indication that they will be reduced. The very positive aspect regarding the funding is the sponsoring program because as you can see in the table attached we have already made agreements with sponsors and donors for more than a half of our initial target. Considering that we have achieved this with our own efforts we believe that when we will hire an external partner we could reach a new target estimated to 5 million euros in private funding. We will work closely with the new partner to finalize this provision. Furthermore, we are building a new strategic partnership the Hantzou Region in China. The local Government is very interested to collaborate with us, visited Eleusis 2021 in August and we have arranged a working trip there mid-November.
### Donations/Sponsors/Partners of Eleusis 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>NATIONAL OIL COMPANY</th>
<th>NATIONAL ROAD COMPANY</th>
<th>APIVITA - COSMETICS - WELL BEING</th>
<th>AEGEAN OIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>40,000,00 €</td>
<td></td>
<td>9,920,00 €</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>10,000,00 €</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>100,000,00 €</td>
<td>20,000,00 €</td>
<td>100,000,00 €</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>200,000,00 €</td>
<td>30,000,00 €</td>
<td>100,000,00 €</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>500,000,00 €</td>
<td>100,000,00 €</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ΦΠΑ</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>800,000,00 €</td>
<td>200,000,00 €</td>
<td>200,000,00 €</td>
<td>9,920,00 €</td>
</tr>
</tbody>
</table>

### Funding from European programmes

Eleusis 2021 has already contacted with specialized consultants and in cooperation with the Municipality and other institutions is seeking for financing opportunities by forming proposals for participation. Significant will be the recruitment of the responsible person until 31.12.17 as well as contacts with other ECoC have already been planned.

Also, we are currently recruiting our partners for the EU funding and we have set a committee with the municipality to get in fast track soon. We have already mapped the opportunities in ERDF and ESF and trying to set consortiums with other ECoCS, Regions & Municipalities.

### Income to cover operating expenditures

<table>
<thead>
<tr>
<th>Income to cover operating expenditures</th>
<th>Bidbook</th>
<th>Current situation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Estimation: 31/12/17</td>
</tr>
<tr>
<td></td>
<td>in millions €</td>
<td>in %</td>
</tr>
<tr>
<td><strong>City</strong></td>
<td>8.67</td>
<td>37%</td>
</tr>
<tr>
<td><strong>National Government</strong></td>
<td>2.33</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Region</strong></td>
<td>8.67</td>
<td>37%</td>
</tr>
<tr>
<td><strong>EU (with exception of Melina Mercouri Prize)</strong></td>
<td>0.85</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Private &amp; other</strong></td>
<td>3.5</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24</td>
<td>100%</td>
</tr>
</tbody>
</table>

### MUNICIPALITY

| NATIONAL OIL COMPANY | 768,000,00 € |

**Municipality target**: 700,000,00 €

**Eleusis 2021 target**: 2,860,000,00 €

**Total**: 3,560,000,00 €
### Operating Expenditures

**Estimation:** 31/12/17

<table>
<thead>
<tr>
<th></th>
<th>Programme</th>
<th>Promotion</th>
<th>Administration</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bidbook</strong></td>
<td>16.5</td>
<td>68.75</td>
<td>3.3</td>
<td>13.75</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>Current situation</strong></td>
<td>0.018</td>
<td>0.1</td>
<td>0.02</td>
<td>0.14</td>
<td>3.7</td>
</tr>
</tbody>
</table>

**G. Our strategy in the field of communication**

The initial planning for our marketing and communication strategy envisaged an open call for the Marketing Director position, followed by an open call for a Marketing and Branding company that would draft the marketing plan until 2021. Due to the delay of setting up Eleusis 2021 S.A., the overall procedure has been greatly delayed, and thus, we continued with the same strategy followed during the bidding process.

The Marketing and Communication strategy was in line with the overall philosophy of the programme of Eleusis 2021 and relied to a large extent on networking and harnessing the cultural, professional and social networks, in order to better communicate our work, projects and events. Due to lack of resources needed for advertising on social media channels and mass media, we exploited synergies with cultural networks and institutions in Greece and other European countries, so as to ensure the maximum dissemination of information about the programme and actions of Eleusis 2021.

Synergies such as with the City of Athens Technopolis in Amorfoous Summer Camp, Golden City Bremen, Nature Addicts Fund and others allowed us, through drafting a common communication and promotion strategy, to reach an even larger audience by achieving the best possible dissemination of information at no cost.

Nevertheless, two large-scale projects could not be implemented, due to the delay of setting up Eleusis 2021 S.A. The first one was a collaboration with the Research and Innovation Center "Athena", in order to connect our programme's artistic projects with digital applications. The second one was a cooperation with Animasyros International Animation Festival, through which we would jointly organise a Pan-European animation competition, with a view to depict the 3 main themes and programmes of our artistic programme. This competition's main objective was to simplify the programmes' presentation, as well as to describe in an innovative, yet effective way, the "Transition to EUphoria".

Also, the information campaigns planned in cooperation with Athens International Airport, Attiko Metro, Piraeus Port and the Municipalities of Athens and Piraeus were postponed for the following year, until the smooth functioning of Eleusis 2021 S.A. Finally, awareness campaigns and communication strategies designed to inform and
communicate the programme of Eleusis 2021, could not be implemented due to a lack of resources and collaboration -among others- with a creative agency.

The partnerships for communication sponsors with a) the Greek General Secretariat for Information and Communication and b) ελculture; the leading guide to the highlights of the Greek art & culture scene had a positive outcome.

The implementation of the programmes, together with the information campaigns will start to be implemented as soon as the necessary resources for their realisation are ensured as soon as possible in 2017.

The audience segmentation strategy was based, not that much on the usual criteria, such as age, gender and geographical location, but mainly, on personal interests, lifestyle and career guidance. Targeted advertising on both social media and Google ads -although designed- could not be implemented due to a lack of resources. Also, the record of mass media by each branch of human creation in both printed and electronic format, at a national and European level, has already started being realised, with the aim of achieving targeted information and awareness raising, through press releases and advertising.

At projects such as the Golden City, the dissemination to local audiences, audiences of neighbouring municipalities and the audience of Athens, was designed to be based on each event's theme, which included areas such as the refugee issue, architecture, tradition, environment, sports, arts and crafts, etc. The same goes for all other events such as Louisette with the Athens Festival, Amorφous Summer Camp with the City of Athens Technopolis and Creative Lenses.

However, our social media presence showed steady growth, thanks to our everyday social media posts (Facebook, Twitter, LinkedIn, Instagram, Pinterest, Google+), through which we inform the followers of Eleusis 2021 both for our events and the artistic programme, the ECoC institution, the European arts networks and their action, aiming at "initiating" our followers to the vision and mission of our ECoC.

One of the objectives of the marketing strategy of Eleusis 2021 is to present the city -and the surrounding area- as a tourist destination for cultural visitors from all over the world. The world-known archaeological site enables us to develop products that will gradually shift the interest of the visitor from the city's great archaeological site to the artistic programme of Eleusis 2021.

Since the beginning of 2016, we have visited tourism operators and have taken part in national tourism conferences in Athens. Intensive talks with the Hellenic Association of Travel & Tourist Agencies (HATTA) and Mr Lysandros Tsilidis (President), the Greek Tourism Confederation (ΣΕΤΕ) and Mr Xenophon Petropoulos (PR and Communications Director) and Athens - Attica & Argosaronic Hotel Association and Aggelis Georgios (President) have been particularly encouraging with the purpose of signing a MoU for supporting, promoting and communicating of Eleusis as the ECoC to all tour operators and hotels throughout Athens. Despite the positive intentions, the discussions remain at the planning level, until a MoU is signed between the two stakeholders.

From the beginning of 2016 Eleusis 2021 has taken up contact with tourism organisations operating abroad. Our close cooperation with the Prefecture of Attica and, in particular with the tourism promotion department, resulted in the creation of a tourism promotion package for Eleusis as the European Capital of Culture in 2021.

Our participation in the ITB Berlin 2017 Tourism Trade Fair in March 2017 with representatives of Eleusis 2021 and our presence -through the Prefecture of Attica's stand- in international exhibitions of the Greek National Tourism Organization (WTM - London, MITT - Russia) communicated as much as possible the projects and the programme of Eleusis 2021. Unfortunately, due to a lack of resources, there was no printed promotional material and thus, the communication was based on digital information only.

In December, we established contact with both the Ministry of Foreign Affairs and Mr. Tzanakis Dimitris and the Greek National Tourism Organization and Ms Spakouri Athina, in order to define a common communication and
promotion strategy with Eleusis 2021. Despite the positive intentions, the discussions remain at the planning level, until a MoU is signed between the stakeholders.

Our participation in conferences and workshops was part of the parallel actions for the promotion of Eleusis 2021 and its artistic programme. Our participation in the initiative of creating a cultural network among the Greek festivals held at the Ministry of Culture, the workshop-presentation at the ARTENS Culture Centre dedicated to the artistic programme of Eleusis 2021, our participation in the Plateaux Media at the French Institute of Athens, were some of the additional promotional activities. Furthermore, our team supported the presentations of the Greek Minister of Culture abroad by supplying promotional videos, data, presentations and jointly writing her speeches.

The attached annex 6.4 represents in detail the actions that took place from November 2016 to date regarding the marketing and communication sector of Eleusis 2021. The annex also includes in detail the actions for the tourism promotion, the planned information campaigns, the support of Eleusis 2021 events, the planned projects, the presentations of Eleusis 2021 in Greece and abroad, as well as the communication of Eleusis 2021 through the channels of communication of the organization (web, social media, newsletter, press releases, communication sponsors). Also, a detailed description of the project by theme, comments on their development, and a timetable for their implementation can be seen.

7. Key milestones for 2018

Please find attached annex 7 with our key milestones for 2018 but also be advised of our detailed annex 6.1 which contains all the recommendations of the Panel and milestones for the following months, for 2018 and the years to come. Due to the delays in the implementation during 2017 we have constructed this tool to be strictly on track. This is our team’s every day working tool. You can also find attached all the appendices.