



<b>1. LONG-TERM STRATEGY</b>	<b>3</b>
<b>2. PROGRAMME</b>	<b>6</b>
2.1 Introduction	7
2.2 The artistic vision and programme	7
2.3 Programme implementation & challenge	11
2.4 Analysis of the Programme based on the criteria of its European dimension	12
<b>3. CAPACITY TO DELIVER</b>	<b>16</b>
3.1 Axis A' Spaces for the Company Operation and the Artistic Programme	17
3.2 Axis B' Strategic Decisions-Development of new Cultural Infrastructures	17
<b>4. OUTREACH</b>	<b>21</b>
4.1 Goals and initial actions	22
4.2 Teenager-Young audiences and schools	22
4.3 Citizen and Civil society activation	23
4.4 Cultural Communities and vulnerable social groups	23
4.5 Connection with the rest of Greece	24
<b>5. MANAGEMENT</b>	<b>25</b>
5.1 Legislative arrangements and Board of Directors (BoD)	26
5.2 Staffing and organizational structure	29
5.3 Funding	29
5.4 Communication & Marketing	29
<b>6. MILESTONES</b>	<b>33</b>
<b>ANNEXES</b>	<b>36</b>

# 1. LONG-TERM STRATEGY





## 1. LONG-TERM STRATEGY

Considering **Eleusis 2021** European Capital of Culture as an excellent means for the promotion and development of the Tangible Assets and Intangible Economy of the city, through the mediation and intervention of Art, Culture and Research, we are moving forward—even in the era of the pandemic and the Unpredictable—in the direction of a renewed vision for the city of Elefsina, always centered around the fundamental goals, as formulated and defined in the cultural strategy of the city—and, of course, as described in the bid book.

Having as vehicle the designation of the city as European Capital of Culture a general roadmap of the Municipality of Elefsina has been configured, on issues of long-term strategy, with primary emphasis on the following areas: a) redesign of the physiognomy of the city with projects of regeneration, increase of green spaces and increase of public spaces for citizens and visitors, b) utilization of large emblematic, historic industrial facilities as cultural sites, as already analyzed in previous reports regarding the city's infrastructure, c) utilization of the cultural potential of the city and its collectives, with parallel stimulation of the local economy and the active participation of inhabitants in the artistic programme of Eleusis 2021, d) the establishment of new cultural institutions which will form a legacy for the Municipality of Elefsina and its Legal Entities, while emphasis is also placed on strengthening the impact of the city's existing cultural institutions and e) Eleusis 2021, taking into account the current public health crisis, in the midst of the COVID-19 pandemic, examines and designs alternative ways of producing part of the Artistic programme, according to the specifications of each project and the possibility of its digital implementation. The above axes are a priority of the Municipality of Elefsina and the body of the European Capital of Culture, which, in good co-operation, have jointly prepared, along with the essential institutions, the necessary, prerequisite planning and are now moving towards its gradual implementation, en route to the title year.

Regarding the objectives of the Long-Term Strategy, which

are served and can be achieved through the implementation of the Artistic Programme, they are listed and specified as follows:

Faced with a unique city, both historically and archaeologically which has experienced a great decline in terms of its quality of life, its reputation and its environment, due to the reckless and unencumbered development of heavy industry since the late 19th century in the area of Thriasian Plain (the coastal zone where the city of Elefsina is developed), the crucial “key phrase,” which reflects the overall approach of Eleusis 2021 and expresses the new General Artistic Director is what we would call **SOCIAL SCULPTURE** and **THE CITY as a THEATER** of itself.

The targeted breadth of scope, but also the peculiarity of the artistic programme intends—a) through highlighting, strengthening, encouraging and supporting local potential and b) through Art, Cultural Heritage, research and Culture, as well as through initiatives/actions with a direct impact on the daily life of the city—to boost the confidence, the pride and the joy of creativity in the inhabitants, to strengthen the sense of community, and to create—imperceptibly—a constellation of artistic hubs, a humble **Arts Industry** in this location, just 21 km. from Athens. Therefore, this artistic programme, which could be named **Mysteries of Transition**, is called upon to lead the city away from its prevailing public perception as an industrial city, to the next phase, strengthening its position on cultural map, at regional, national and the international level. The above can be achieved through wider synergies within the contemporary cultural field, turning the city into a thriving cultural destination, undoubtedly remarkable for the visitor to tour.

**Eleusis 2021** seeks: a) to strengthen the identity of “belonging” to the community of citizens, encouraging them to listen, as a society, to the common collective memory and to bring it to the fore (MEMORY AS A CITY, Invisible Map), b) to encourage and stimulate interdisciplinary dialogue in society, in the fields of culture, science and technology (NARRATIVE ARCHEOLOGY, Fabricated Worlds), c) the emergence of the city as a regional center of cultural education and creativity, through models of





innovative actions, offering Residencies, training programmes and learning practices, platforms and networks with other cities of similar dynamics, nationally and internationally (URTOPIAS, Culture 2030 Meeting, V.A. Initiator, P.A. Initiator, Capacity Building and Applied Innovation Center), d) to expand the use of public spaces, in attractive and unpredictable ways, designed to invite to a process of sharing all the different communities that have experienced migration, offering their experiences in the culture of everyday life (SYMPOSIUM, SYNIKISMI - A Festival, STALKER), e) the formation of a collective ecological consciousness and the strengthening of the already high awareness for the environment (ECOCULTURE FESTIVAL), f) to strengthen and expand the city's cultural structures (Aeschylia Festival, Attiko School of Ancient Greek Drama, HerMA Hub), g) to support cultural collectives (Cine ELEUSIS, Elefsina STILL, Music Mysteries), h) to contribute to the development of new—and the strengthening of existing—infrastucture that improves the quality of the inhabitants' daily life, utilizing the city's advantageous location and uniqueness (Sacred Sea-Route), while simultaneously developing public space—the city as a theater of itself (Ordinary Mysteries).

Annex 1.1 includes examples of influence from the past, present, and future activities of Eleusis 2021, in relation to its general and specific strategic goals, analyzing the way in which its activities contribute to the Cultural Strategy of Eleusis (2016-2025). Future activities (2021-2023) will increase as soon as the actions selected by the international open call are added, which will strengthen our strategic goals. The mentioned examples of influence lead to a sustainable LEGACY, ensuring sustainable development after the end of the title year, seeking the appropriate organizational scheme, in order to become the cradle of the activities of the

long-term cultural strategy of the city and the wider region.

The critical goal for the coming years, 2021-2023, is: the other cultural institutions of Elefsina, as well as the initiatives of the local civil society to understand and follow the majority of the goals of the Municipality's cultural strategy, which will be achieved through targeted training programmes, designed by Eleusis 2021 in cooperation with the group of cultural mediators, but also through the international networking actions of Eleusis 2021 (e.g. Culture 2030 Meeting, peer-to-peer learning, Pilot Cities actions, etc.).

Data collection and monitoring of the progress of Eleusis 2021, which is carried out by Panteion University, is an essential part of the preparation. The purpose of the evaluation is the quantitative measurement and the qualitative evaluation of the impact through indicators, especially for its title year (2023, postponed from 2021 due to the COVID-19 pandemic). Annex 1.2 presents the methodology of this monitoring. In addition, important evidence for the culture and the monitoring of the cultural activity of the city of Elefsina, based on the objectives set by Agenda21, emerged in January 2019 through the self-assessment workshop held in Elefsina, in collaboration with the experts of the organizations UCLG and CAE (Annex 1.3 lists the description and results of the workshop). In addition, an important step and condition for effective action in the direction of strengthening the creative potential of the city is considered to be the fullest possible recognition and reflection of the current situation (see Annex 1.4).

Furthermore, Annex 1.5 lists the difficulties, challenges, etc. that Eleusis 2021 is facing as a whole.



## 2. PROGRAMME





## 2. PROGRAMME

### 2.1 INTRODUCTION

Experiencing a feeling of exiguity before the enormous impact of the pandemic, **Eleusis 2021** has been forced to apply for a postponement in organizing the programme of the ECoC, a request which was approved by the European Committee, providing a vital time extension for the implementation of its plans, goals, objectives, and programme.

Meanwhile:

- a new Artistic Director General took on duties in August 2020.
- Sustaining the main goals as articulated in the initial bid book, the new Artistic Director General has enriched it with new ideas and projects.
- a new concept was adopted and, accordingly, a new logo was designed and delivered.
- a national, as well as an international, Open Call of interest for proposals, in tune with the objectives of Eleusis 2021 ECoC has been concluded with a large participation.

Considering the last months of 2020 as an *Incubation Era* and after taking into account the COVID-19 pandemic, we took the chance to:

- reorganize and redesign the plans and the programme for 2021.
- reorganize the seeking infrastructures (venues, locations, landscapes, specific spots in the city's public space) in

order to fulfill a) the needs of the artistic plans, b) the needs of a sustainable Legacy, having the ability to support the institutions and programs that could run after the end of 2023, in the framework of sustainable development for the artistic and cultural sector of the city.

- try out a modest artistic programme—COVID-free version—for the incubation period.
- open a productive dialogue and negotiations with neighboring Municipalities around Elefsina and the region, exploring all kinds of possibilities for cooperation, in realms of common interest, artistically and beyond.
- follow up, redesign and reorganize the flagship events, flagship projects, as well as the Opening and Closing ceremony.
- render the Capacity Building and Innovation Center as a central component of the programme, gathering all capacity-building actions and applied innovation strands, and opening it up to different age and professional provenance groups.
- reconsider and update the legacy programmes and institutions, in close collaboration with the Municipality (marked with L in Annex 2.1)
- announce an Open Call regionally and internationally (on the 2nd of February, the deadline expired on the 12th of April; the results will be announced after the end of June 2021). We are planning to have the majority of the overall programme by the end of September 2021.

### 2.2 THE ARTISTIC VISION AND PROGRAMME

---

#### THE RAW MUSEUM

The substance of the city is composed of exceptional traces of antiquity, modern stories of population movement, industrial development, labor movements (trade union/labor), but also deindustrialization and unemployment. In the same web, sensitive issues are intertwined, such as the heavy impact on the environment, while the ambiguous relationship of the city with the sea is worthy of attention, exploration and exploitation. The importance of Eleusis (Elefsina) as the birthplace of Aeschylus, the notable position of women throughout the long life of the city, the special place of the city in folk songs about emigration, unfulfilled love and hard work—through the presence of the legendary bard Stelios Kazantzidis, representative of the music genre—add color and aspects of uniqueness to this city.

---

Drawing inspiration from the rich history of the city, Eleusis 2021 forms a comprehensive artistic, research and educational programme, the **MYSTERIES OF TRANSITION**, which moves along four strategic axes: **CULTURE, PEOPLE, CITY and ENVIRONMENT**.

EMERGENCE, ADVANCEMENT AND DEVELOPMENT OF THE CITY'S TANGIBLE AND INTANGIBLE ECONOMY WITH THE CONTRIBUTION OF THE ARTS, CULTURE AND RESEARCH.

The Work; a **SOCIAL SCULPTURE (Cultural intervention in the frame of a city as an expanded notion of the Arts)** or PERFORMANCE OF THE DRAMATURGY OF ELEUSIS 2021 WITHIN THE WIDER PUBLIC SPACE THAT CONSTITUTES THE THEATER OF THE CITY.

Following this map of terms and notions, the Eleusis 2021 programme of artistic and cultural actions and activities is ruled by four Movements:

**A. Social Sculpture:** We could define the social sculpture movement as a set of actions aiming to reveal the particular identity of the city, the particular skills and achievements of its inhabitants (exceptional COLLECTORS of evidence and documents regarding the long history of the region), interventions through rumble, subtle but social initiatives and actions that are directly reflected in the quality, experience, and economy of daily life (re-activation of the sacred Sea-Route connecting Elefsina with Piraeus). Actions that intervene in the locus and the "abnegated" areas, awaiting the experience of the transition to their next phase: from obscurity to the transformation into a sparkling cultural landmark ("CANINES of TITAN" - from the state of an abandoned quarry, into a unique landscape theater, etc.).

**B. The City as an Exhibit:** This includes a variety of actions/initiatives that may convert components of the present, past, historical, mythical, conflictual city states and evidence into cultural or informal visual art "exhibits". Using the gesture of "cordoning off" as modus, these actions highlight the special structural features of the historical event that is called a city. ("LIGHT - an exhibition of the city bones," Clock-Tower Voices, etc.) The divulgence of a city aspect as a RAW museum.

**C. Actions as MODELS / upgrading the city's assets:** These actions are the result of interdisciplinary activities from the realm of science, digital applications and performing arts manifestations, bringing together investigations, experimental itineraries, as well as the conscious or accidental engagement of the people. (THE INVISIBLE MAP, NARRATIVE ARCHAEOLOGY, etc.)

**D. PEOPLE / participation, engagement / COMMUNITY:** The inhabitants of a city, from the full range of origin, language, habits, constitute the prominent dramatic staff (dramatis personae), "the personage" of the overall dramaturgy, of the overall work! Art as the condition of a gentle trap, that forces people to a proximity, to an irresistible indirect exchange of experience, knowledge and emotion—even among those who

will not probably have the chance to see each other ever again after "the fall of the Curtain," remains one of the main goals of the Event, bridging very different human latitudes in watching the Other, with respect and compassion. Special care is given to the connection with the other ECoCs of the same year, with whom we are in the process of exchanging projects and "populations" (SYMPOSIUM, THE RAW MUSEUM Exhibition, SYNIKI-SMOI - A The Festival etc.).

All the concrete steps, plans, efforts, discussions, programme, actions and activities, works—artistic, scientific, cultural, educational projects—in other words everything endeavored toward the aim of leading the city to its next phase of life and development, depict nothing but an ongoing process constituting what we would like to call,

### ***Mysteries of Transition***

(all the actions, activities, projects in our programme version are denoted by the term *Mystery* and a No e.g., Mystery 2 - Clock-Tower Voices, Mystery 31 - The Eleusinians, etc.)

Needless to add that beyond the change on the title of the programme from *Transition to EUPHORIA* to the *Mysteries of Transition*, maintaining the crucial dynamic term *transition* next to the word "mystery"—that, a) directly resonates the deeply inscribed face of Elefsina in the collective common experience of the people, b) offers a clear and playful connecting thread, pervading the huge variety of projects—no change in the essence of the content has been committed. Furthermore, the programme celebrates—in full respect and glory—the three thematic axes that remain distinct and intertwined, as described in the Bidbook—reflecting the specific features of the city, as well as the current challenges that both Elefsina and Europe are confronted with—**Human / Society** (EUrbansisation), **Environment** (EUvironment), **Labor / Working Classes** (EU Working Classes), with slight changes to the names, following the transformation of the central motto and simplifying their message. Delicate but necessary changes—as imposed by the change of the logo of the company and the introduction of the new artistic director, reflect a gesture of a restart.

The programme, in its final configuration, includes projects from three sources: 1) from the pool of existing proposals as described in the Bidbook, 2) new projects, as designed directly by the artistic directorate and proposed to artists, providing a tender, clearer "touch" to the overall artistic vision, and, 3) proposals stemming from the pool of the Open Call. The Open Call was decided as a symbolic and essential gesture for the restart, as well as an appropriate means to re-introduce the ECoC to the artists in general and the city as well. In the attached Annex 2.1 you can see in a diagram the new programme in comparison with the previous one, as well as an explanation of the changes that have occurred.



MYSTERIES OF TRANSITION	ENVIRONMENT	Focuses on the environment, sustainability and wellbeing, seeks new ways of appropriating the city and focuses on the need to redefine our relationship with the natural environment as a prerequisite for sustainable development.			
		FLAGSHIP PROJECT: (TITLE TBC)	PERSEPHONE	Processions	
				Mysteries of Routes	
				Graffiti	
				LIGHT as a sculpture	
				Elefsina STILL	
				Ordinary Mysteries	
		ECOCULTURE	EcoCulture Festival		
			Green Incubator		
		DEMETER – MOTHER EARTH	AgriCulture		
	Le Quotidien				
	PEOPLE	Runs through the thread of the evolution of society from antiquity to the present in order to connect the alien with the familiar, to discover hidden aspects, memories, and elements of cultural diversity.			
		FLAGSHIP PROJECT: THE RAW MUSEUM I THE CITY AS AN EXHIBIT	EUROPE OF CITIZENS	SYNIKISMI - A Festival	
				Memory as a city	
				Aeschylus Project	
			EUROPE, DAUGHTER OF PHOENIX	RefuGe	
				Emergency Architectures	
				Mare Nostrum	
				ConServing	
			HUMAN MYSTERIES	City Mysteries	
				Cine ELEUSIS	
				Music Mysteries	
				Drama Mysteries	
				The Human Condition	
		LABOR	Explores the past and future of Labor, the common European challenges of precariousness and the cultivation of a model of a contemporary, sustainable economy, characterized by the innovative interconnection of art with sectors such as industry, science, technology and social innovation.		
			FLAGSHIP PROJECT: ELEFSINA TERRACOTTA ARMY	CULTURE MY PROFESSION/ CULTURE MY HOBBY	Moving Europe
					Downtown Creatives
					Culture 2030
				THE FUTURE STARTS HERE	Art Industry
	Fashion Industry				
	Digital Days				
	CAPACITY BUILDING & APPLIED INNOVATION CENTER			Cultural & Creative Professionals	
				Community & Youth Centre	
				Fabricated Worlds	
(Applied Innovation Centre)					

The Open Call at a glance:

- Was aimed at independent artists, artistic groups, institutions, organizations and individuals from Greece and abroad.
- Concerns new projects and actions that will take place in 2022 and 2023.
- Submission of proposals began on February 11, 2021 and was completed on April 12, 2021.
- The objectives of the open call are:
  - to enhance the diversity of the kinds of art integrated into the programme.
  - to be a process of effective participation in the shaping of the programme.
  - to strengthen the European dimension and the impact of the programme, incorporating proposals and bodies from other European countries.
- Proposals will be evaluated on the basis of the European Union guidelines on European Capitals of Culture, and in accordance with the guidelines of the strategic objectives and the renewed artistic vision.

To date, we have received more than 1,500 proposals, of which 27.5% are concerning organizations and artists from abroad. This is a major and very promising response, which, in addition to being indicative of the importance of this move for the extroversion of the institution, strengthens our belief that the impact of our actions can be very significant. The response of local actors and individuals has also been important. For us, it is important that this response is included, as much as possible, in the final configuration of the programme.

You may find more information on the open call [here](#).

---



## 2.3 PROGRAMME IMPLEMENTATION & CHALLENGE

### IMPLEMENTATION OF ARTISTIC PROGRAMME percentage of the total budget



Considering that the number of the open call submitted proposals is overwhelming and beyond all expectations, we feel the urge to revise our initial thoughts about the budget's correspondence. This enormous number, in other words, reflects: a) a reassessment of the overall attempt of the ECoC in the eyes of Greek and international artists b) a desperation, deeply experienced by the cultural field due to the COVID situation and restrictions during the past two years. Restrictions of all kinds that forced a huge number of art workers into "mute mode."

Pushed by these two aspects, our ECoC team feels a deep responsibility to face this reality in a productive way and to play—if possible—a role of paramount importance, as provided by the circumstances, and to try, using the full extent of our influence, to convert the expectations of the world of art into an opportunity for expression and creation. Faced with this crucial challenge, we would like to address our main stakeholders in supporting this gesture.

According to the above reasoning, the ideal budget allocated to the projects selected through the Open Call would be raised by approximately 3,200,000€, reaching 5,800,000€.

## 2.4 ANALYSIS OF THE PROGRAMME BASED ON THE CRITERIA OF ITS EUROPEAN DIMENSION

### PROMOTING EUROPE'S CULTURAL DIVERSITY, DIALOGUE AND GREATER MUTUAL UNDERSTANDING BETWEEN EUROPEAN CITIZENS

Through original, specially designed, interdisciplinary research projects, which are fed back into the dialogue between cultures on the occasion of their artistic product, but also others that utilize the tools of oral history and folklore research, the *Programme* seeks to highlight the components of cultural diversity that are inscribed in the history of the city—and which are therefore a treasure trove of Europe's diverse cultural heritage—but also to promote dialogue between people and mutual understanding through the identification of common components, as identified by the inhabitants themselves.

Indicative programmes:

- **History of Elefsina - a Lab:** a research and methodology project that launches an in-depth search for the specific components and conditions that compose the mosaic of the modern history of the city and its population, indirectly offering, on the one hand, a methodology for mapping and understanding other peoples, and an information platform for the history of Eleusis, open to all to explore, enrich and discuss.
- **Europa, the daughter of Phoenix, or (Europe/Mare Nostrum):** a programme of actions that sparks dialogue between Europe and the Mediterranean region—the sea of us all—with the aim of highlighting the rich—and often common—cultural characteristics of these countries, as they are promoted through Art, encounter and shared experience. A gesture towards meaningful and creative communication between all these people, leading to mutual acceptance, understanding and cooperation, in particular, with the current reality of the countries of the Arab world. Through long-term projects, such as **RefuGe**, but also shorter development projects such as **The Walk**, we focus on the currently critical refugee issue in Europe, aiming to know European citizens and refugees better—as well as raise awareness among young people—and to shed light on common components of European cultural heritage and the creation of European nation-states.
- **SYNIKISMI – a Festival:** The main programme of the section is a complex artistic event, which at its core includes the emergence, inquiry and understanding of the phenomenon of POPULATION movement, as it has spectacularly been experienced and historically assimilated by the population of Elefsina. The Festival will include participatory actions, site and people-specific, from all the arts, and, every year, will move to different locations, activating different areas of the city with the involvement of the ethno-local associations of the area—also consisting of population movement groups.

Furthermore, the *Programme* focuses on the **issue of public space**, which poses a critical challenge for the whole Europe. The reduction of life in public space seems to be a general phenomenon in the European continent. Fewer and fewer children play in the streets, fewer and fewer people talk or relax in public. The **reduction of life in public space equals a reduction of the participation of citizens in civil life and public discourse**. This issue is related to the “issues of Ancient Greek

Drama” (after all, Elefsina is the birthplace of Aeschylus). From its inception as a poetic genre, Ancient Drama directly deals with precisely this issue, through the well-known structure/origin of the invasion of the commons into the art and the thought of the State: the **Chorus!** The Chorus *is THE COMMONS*, as represented by the inhabitants/citizens of their city, within ancient Greek Drama (**AESCHYLUS project**, etc.).

- **Persephone** or (CORE/Kópn): a unit of actions that brings back into focus the preeminent “theater of the city,” its public space, making it the central meeting point for European citizens. Experiential events, promoting the participation of local communities, such as Mysteries in Common View and the Mysteries of the Routes, highlight and develop informal forms of culture, closely related to daily life activities, such as food, local music traditions, readings and city tours. These events allow—and indirectly provoke—the direct acquaintance and connection of people with each other, and, at the same time, expand the possibility of utilizing public spaces in attractive and unpredictable ways. In addition, they create a common place to share our stories, to restore trust among the citizens of Europe, by establishing a MEMORY of experience in the public sphere; and they invite the public to experience the diversity and the multicultural character of Europe under the form of an everyday experience.

Lastly, through various programmes and projects—such as the **Capacity Building and Applied Innovation Center**—where European practices and experiences are combined with other countries outside Europe (USA, Jordan, Lebanon, Palestine, Morocco, Tunisia, Turkey, Canada, Australia), we promote the dialogue between Europe and the rest of the world, driven by the most basic cultural components of emancipation, that of LABOR.

### REINFORCING THE COMMON ASPECTS OF EUROPEAN CULTURES, CULTURAL HERITAGE AND HISTORY, AS WELL AS EUROPEAN INTEGRATION AND CONTEMPORARY EUROPEAN ISSUES

All of the *Programme's* themes approach the aspects of the cultural heritage of Elefsina and Greece, from a different perspective. Long-term projects or ephemeral actions, which highlight the character of the city or reveal something of its present, historical or mythical self, finding convergences with relevant aspects of other European cultures. After all, Elefsina is connected in advance with all European—and not only European—cultures through the myths about the two Women of the city, Demeter and Persephone—the *Mother and the Daughter*—the Upper and the Underworld, the sowing and reaping, the cycle of the seasons. The concept of Time acquires a stable place in the programme, through the establishment of the project **NU-ITS de LENTEUR - a propos du Temps** / meetings of philosophy and experience, with an international orientation, which is repeated every year on nights with a full moon, during the sowing period and the period of the harvest.

Focusing on the History and the stories of the people and the city, the theme **PEOPLE** continues the thread from the ancient past of Elefsina, in order to reveal the traces that compose the web of the city.

- The programme **Memory as a City** applies alternative interactive ways to visit and experience places, landmarks and stories/events of the city, but also hybrid mechanisms of dissemination and participation in its memory and history, “excavating” the experience of people in the public space of their city (**History of Elefsina a Lab, Invisible**



**Map).** It is also combined with Aeschylus and the issues of ancient drama that form the basis of contemporary theater in Europe, but also the reasoning around the issues of politics, ethics, philosophy and the world (**AESCHYLUS project**). **Narrative Archaeology**, an interdisciplinary research and representational programme, which explores ways to highlight the interactivity of archaeological sites with the help of the Performing Arts. The **Open Museum** studies a network of useful sculptural installations in the public space of the city, discreetly bringing to light some moments from the parallel history of Elefsina with Europe, through the remarkable tours of the dilettanti.

- The programme **Human Mysteries**, through discreet “designation” (surrounding areas with rope) of components around the city, artistic creation Residencies and original site-specific artworks of all kinds, highlights components of the present, the history, the conflicts and the images of the city, as well as its special features, in dialogue with their European counterparts. Through the—now—international language—the image—the programmes **Cine ELEUSIS** and **Elefsina STILL** are a field for highlighting and promoting contemporary issues that concern the whole Europe.

The theme **LABOR** focuses on Europe’s economic challenges and especially on the issue of labor. It also approaches another important part of Europe’s cultural heritage: Industry, which has been the basis of Europe’s development in recent centuries.

- In the **Art Industry** programme, artistic production enters the inactive industries, leaving the field free for artistic search and research around the past and the life of these industries, as important factors of economy and influence. More broadly, however, this theme focuses on both today’s industry and the current context of European integration—such as alternative working environments and work precariousness.
- This is done through the inclusion—in the programme—of modern structures and synergies of networking and innovation such as the **Capacity Development and Applied Innovation Center** and individual programmes, with an emphasis on the creative economy and digital culture as integral components of the 4th industrial revolution, such as **Fabricated Worlds & Downtown Creatives**.

The theme **ENVIRONMENT** approaches Nature, and its parameters, as the fundamental cultural heritage not only of Europe, but of the whole world. It focuses on the environment and sustainability, seeks new ways so that the city could be of appropriating the city and focuses on the need to redefine our relationship with the natural environment, as a prerequisite for sustainable development.

- The programme **Ecoculture Festival** explores and highlights the diversity of European nature through projects related to individual environmental ecosystems (Flora, Water, Sea) and discusses the ways in which we should manage our raw materials and our wider intervention in the environment. **Urban Labs** explores new links between the natural environment, urban planning, architecture and the performing arts and places artists and researchers at the heart of the processes of development and regeneration of inactive landmarks.
- The programme **Τα Ενημέρωσα / Le Quotidien** highlights the “culture of the everyday” through different traditions found in Europe, mainly around bread and wine.

## **PROMOTING EUROPEAN ARTISTS, COLLABORATES WITH ORGANIZATIONS OR CITIES IN VARIOUS COUNTRIES, INCLUDING CITIES BEARING THE TITLE**

### **Collaboration with European artists**

The pandemic, in addition to the violent imposition of borders and isolation, has also taught us that cross-border collaborations should be sustainable and inclusive, exploring new models of touring and digital art distribution. For the above reason, Eleusis 2021 is researching all possible mobility models, so that the whole **Programme** promotes the participation of European artists to the greatest extent. Examples include:

- **Residencies:** We implement **V.A. Initiator**, an international residency programme for visual artists that started in 2018 in collaboration with the Museum of Contemporary Art of Vojvodina (Novi Sad). It is also worth noting that in 2022 the above will take place in collaboration with curator Joanna Warsza. At the same time, there is the idea of creating an international group of resident artists for the field of performing arts.
- **Escaladant Elefsis:** a research and artistic creation project that brings together European artists from contemporary dance, contemporary circus and music, in order to create artistic events that will explore public and private space, urban planning and the multicultural social fabric of suburban cities.
- **Spring Forward:** the annual festival of the Aerowaves platform, for the promotion and presentation of contemporary dance works, performed in Europe by young and emerging choreographers.
- **Aeschylus Project:** collaboration with European artists for the production of original performances based on texts by Aeschylus and the parallel organization of workshops on issues of ancient drama.
- **Clock-Tower Voices:** at the Clock, the monumental landmark of Eleusis that looms above the hill of the Archaeological Site, there is a series of in situ performances and interpretations of texts that are landmarks of Greek literature, by renowned European artists.
- **NUITS de LENTEUR - a propos du Temps** at the yard of Agios Nikolaos, with renowned speakers from Greece and abroad.
- **Internationalization of existing institutions and introduction of new ones:** participation of more European artists in the Aeschylia Festival, such as the new production by Josef Nadj (2021). Introduction of the new institution **SYNIKISMI – A Festival** which has already been hosting artists from various European and other countries since 2018, placing Elefsina as a point of international artistic meeting for the wider region of Southeastern Europe and the Mediterranean, and establishing it as a place of meeting, reflection and exchange, centered around important social and political issues of our time.
- Active participation of internationally renowned artists in the **Flagship Events** of Eleusis 2021, but also in smaller participatory projects (**Un autre mystère - Julie Despraires**)

### **Collaboration with other ECoCs:**

- **ECoC Family Network:** participation in the network’s annual meetings, creating a solid basis for dialogue and exchange on the common European past and future,

European integration and contemporary European issues. During the year 2020, Eleusis 2021 organized online meetings, with the participation of 45 representatives from 18 ECoCs, which focused on topics related to the challenges experienced by all ECoCs during the pandemic, such as reprogramming, legacy, networking, and local community involvement in times of social alienation.

- **Timisoara 2023 and Veszprem 2023:** holding targeted working meetings with the sister ECoCs on the possible co-production of works, the emergence of local artists, sector professionals, collectives, the exchange of common themes in the artistic programming of the ECoCs, the exchange and design of training programmes and residencies, as well as the exploration of the legacy's horizon as a common reflection, seeking the appropriate institutional framework and procedures, always taking into account the specificities and aspirations of each ECoC.
- **Open Call:** In the framework of the International Open Call, targeted discussions and meetings are held with other ECoCs, such as: Galway 2020, Plovdiv 2019, Kaunas 2022, Timisoara 2023, Veszprem 2023, and others, for the active involvement of organizations based in other ECoCs, as it is one of the main selection criteria, strengthening the European dimension of the *Programme*.
- **Tandem Cultural Capitals:** participation in the training programme carried out by the organizations ECF and MitOst, in collaboration with 8 other ECoCs. It invites local professionals to get to know each other, collaborate and jointly create pilot projects on themes such as freedom of expression, democracy, citizen activism, participatory processes, social cohesion, etc. In 2019, the first edition took place, while it is planned to continue and expand.
- **Culture 2030 Meeting:** hosting representatives of other ECoCs, but also from candidate ECoCs, aimed at fostering dialogue, cooperation and exchange of good practices on issues of regional cultural development and cultural cooperation.
- **ECoC Volunteer Coordinators Network:** participation in the ECoC Volunteer Coordinators Network with the aim of exchanging methodological tools and good practices for volunteering in the field of culture.

#### **Long-term collaborations with European organizations and Networks:**

- Stable cooperation has been developed with European cultural networks, such as the **International Network for Contemporary Performing Arts (IETM)** for **IETM Campus** (2019), with **United Cities & Local Governments (UCLG)** and **Culture Action Europe (CAE)** for the programmes **Pilot Cities** and hosting **Beyond the Obvious** (2023), with the **Aerowaves** platform for hosting **Spring Forward**, with **The Festival Academy** for the implementation of the **Atelier for Greek Festival Managers** (2019), the **Atelier for Art & Production Managers** (2021) and the **Atelier for Young Festival Managers** (2023).
- There is a collaboration with the organization **Cittadellarte – Fondazione Pistoletto** and the **Teatroscop** programme, which have a wide network of partners in Europe and operate to some extent as informal networks, while we continue our cooperation with the organization **EU Japan Fest**.
- **Culture Next Network:** Eleusis 2021 is one of the

founding members of the Culture Next Network, which includes European cities that are involved or are interested in joining the institution. The aim of the Network is the exchange of knowledge, experiences, good practices and the promotion of collaborations between the members of the Network. Through the network, cooperation was established with the Municipality of Faro (Portugal) and 24 other European cities, which carried out the **Europe at home** programme.

#### **INVOLVING LOCAL ARTISTS AND ORGANIZATIONS IN THE DESIGN AND IMPLEMENTATION OF THE ARTISTIC PROGRAMME**

In the light of the new conditions of the pandemic and its dramatic results in the field of arts and culture, the *Programme* continues to support actions that focus on the culture of everyday life, the city's celebrations, involving the residents, the local cultural potential and the cultural collectives in the implementation of the programmes.

##### *Participation in projects*

Residents participate in the design and implementation of participatory projects: site-specific process such as **Un Autre Mystere**, a large-scale dance route on the city's railways, with the active participation of locals, **Music from the Inside**, musical journeys in neighborhoods of the city, where the heroes are the occupants of the houses who silently tell their personal story through their musical selections, **The Walk**, where young children star through theatrical workshops in the reception of little Amal (Hope) from Syria, a 3.5-meter-high doll that travels more than 8,000 km., representing all of the world's displaced children, **RefuGe**, a trilogy of performances, as a result of a site-specific, inter-artistic research with the participation of refugees, immigrants or their descendants. **Symposium**, meetings where individual residents or collectives propose their own taste treasures—traces of everyday culture—in actions promoting participation, joy and toasts. **Light sculptures**, in situ visual arts lighting installations in the public space through workshop, along with the city's inhabitants. **Escaladant Elefsis**, a participatory research and artistic creation project that brings together artists from France, Athens and Elefsina, from the fields of contemporary dance, the acrobatic arts and Mediterranean music, as well as local choirs.

##### *Active involvement & Co-design with local groups*

The *Programme* activates the new generation of inhabitants through **Voices in the city**, a series of public actions-interventions with the aim of highlighting issues that concern them, in a pleasant and playful way. It strengthens cultural associations or clubs, such as the **Photographic Club of Elefsina**, creating an exhibition and a publication focusing on environmental issues of the city and the **Cinema Club**, with which the Elefsina Documentary Festival is designed, as a new institution, with themes such as: history, archaeology, human geography, ecology. It highlights the hidden face of the **City Collectors** through the Exhibition – Raw Museum that contains invaluable local archival material. **U(R)TOPIAS – Choreography Academy**, a residency for young choreographers, sparks a dialogue between local groups such as ethno-local associations, regional minorities, dance schools, disabled groups, etc.

##### *Involvement of local artists*

It strengthens local production companies and music groups through the organization of concerts with local musicians and the creation of a collective project of original music that will be

produced exclusively by local artists and professionals (**Music Mysteries, Elefsina System**). It creates a dialogue between local creative professionals (**Design Dialogues**), in collaboration with Anastasia Tsopelaki, a young curator from the city. At the same time, it encourages local artists to create works, such as Vangelis Gkinis (**Alienation**), who presents a portrait of modern labor.

#### *Inhabitants as mentors*

Aiming at the two-way familiarization of the artists with the city and its people, but also of the inhabitants with the artists and the practices of contemporary art, Greek and foreign artists participating in the **Programme** get to know the history and values of Elefsina through a process of “initiation”—that is, meetings between people with possibly different starting points and common interests.

### COMBINING LOCAL LEGACY AND TRADITIONAL FORMS OF ART WITH NEW, INNOVATIVE AND EXPERIMENTAL FORMS OF CULTURAL EXPRESSION

As part of the theme **PEOPLE**, the programme **Memory as a city** includes works that seek and reveal the memory and history of the city in an innovative and interactive way. One example is the **INVISIBLE MAP**, a visual, historical work, in combination with a digital application through which the resident or visitor of the city will have the opportunity to “stumble upon” the city’s collective unconscious, the **MEMORY** of its experience. Furthermore, in **Narrative Archaeology**, through an interdisciplinary, research and performative programme, new ways of experiencing are explored during visits in archaeological sites.

**Innovation in terms of tradition** is a common component in almost all sub-programmes of the thematic axis **LABOR**. Specifically, the programmes **Fashion Industry, Downtown Creatives** and **Fabricated Worlds** concern, among others, creative professions and digital construction, combine traditional art forms with new, innovative and experimental forms of production and artistic expression, highlighting local artists. Here, **Ceramics**, an art both ancient and contemporary, connected to the city’s history, meets 3D-printed ceramics. The art of **Weaving** comes into the present, both through seminars teaching the traditional art and by studying examples of successful contemporary applications or products and digital prac-

tices. Lastly, the city’s ethno-local associations collaborate with designers to create Patterns and objects, taken from their traditions (**Design Dialogues**). Also, the **Digital Days** programme presents digital art forms, and hybrid works such as **Magnetic Dance**, a dance performance based on the work “Echo and Narcissus,” which will be presented simultaneously in Elefsina and Tokyo, with the live interaction of two (2) groups of dancers.

In the thematic axis **ENVIRONMENT**, the project **Reverse Engineer** comments on the industrial history of Elefsina and its transformation from rural to industrial, highlighting a traditional method of construction, the adobe, through the participatory construction of outdoor structures/art installations. **Traces of Light** is one of the first in situ lighting installations that have already taken place in Elefsina, drawing inspiration from the folklore tradition of Chios and, specifically, a medieval style, the “Xysta.” Lastly, the Eleusis 2021 shop will sell **Design Objects**, original products that will offer modern versions and applications of traditional themes.

### ENSURING THE RANGE AND VARIETY OF THE ACTIVITIES AND THEIR TOTAL ARTISTIC QUALITY

One of the main goals of Eleusis 2021 is the presentation of a wide range of artistic activities, by important artists with a special look and timely commentary. The diversity of the programme, as it has been shaped so far—without including collaborations that will result from the open call—is achieved by the integration of projects:

- which follow the directions of the strategic goals and themes of Eleusis 2021,
- developed in different fields: Performing Arts, Contemporary Art, Creative Culture, Skills Development and Networking, Participatory projects,
- belonging to one or more of the following types of artistic and cultural activities,
- which constitute—in their majority—cross-sectoral projects,
- which feature, in a different way, a high degree of public involvement in terms of co-configuration and implementation.

(see Annex 2.2)





### 3. CAPACITY TO DELIVER



### 3. CAPACITY TO DELIVER

The strategy for the design and development of the Company's Cultural Infrastructure and operational buildings is developed in two axes, and in individual sub-axes, on the basis of, and according to the criteria of, the city's existing Cultural Heritage and any interesting monuments that could host cultural actions for their further promotion, the size of the city and the served population, the resource economy, respect for the natural environment, etc.:

#### 3.1 AXIS A' SPACES FOR THE COMPANY OPERATION AND THE ARTISTIC PROGRAMME

The projects of **Axis A'** and its sub-axes mainly concern:

- the development of new smaller infrastructure and operational spaces for Eleusis 2021, in order to carry out its work and activities, but also other types of programmes (training programmes, workshops, lectures, smaller exhibitions, screenings, shops, Center for Capacity Development and Applied Innovation, etc.).
- actions related to the operation and management of buildings and facilities.

Axis A' concerns areas with direct relationship and dependence on the Company, which can be activated with the resources and services of the Company itself. This mainly concerns smaller infrastructure, spaces and buildings that the Company could manage.

##### **A.1 Activation of buildings and spaces in the context of the Company's Operation**

The Company selects—as a matter of priority—to activate existing public, municipal or public benefit buildings, for the development of its main operation and is complemented with leases of new spaces only when this is deemed necessary.

A.1.1 Development of spaces for the Company's offices and administrative services.

A.1.1.1 Renovation and activation of a new part of the **Old Railway Station** (Completed project-2019).

A.1.1.2 Renovation and activation of the **Old City Hall** building, for the operation of an information office, a shop and a Documentation & Legacy center for the Company, and its utilization as a multipurpose space for various events, based on the needs of the programme (in progress, after being delayed due to a sponsorship postponement, and Eleusis 2021 undertook the works, with its own means and the partial assistance of the Municipality, New Target Year: 2021).

A.1.1.3 Lease of a private space in the city center (**Laskos Property**) for the creation of an **Administration Building** for the Company, for 40 employees, and a multi-purpose room on the ground floor for the optimal communication of the Company's work (In progress: Target Year: 2021).

A.1.2 Utilization of the Municipality's empty spaces as auxiliary storage spaces for objects, equipment and materials (completed project).

##### **A.2 Activation of buildings and spaces within the framework of the Artistic Programme**

A.2.1 Activation of the old **Railway Station** complex and the surrounding space as a hub for seminar programmes and the horizontal actions of the Artistic Programme, and to strengthen the relationship with the audience. (In progress, along with the configuration of the new Administration Offices, Target Year: B' 2021).

A.2.2 Activation of the old **Canteen** building and landscaping of the property, for hosting events, small exhibitions and co-habitation with the neighboring Elefsina Cinema Club (KLE- Open air Cinema), in order to enhance the activation of the coastal front. (Problem in finding a sponsor to undertake the Technical Project - Delay, New Target Year: B' 2021).

A.2.3 Use of a **new multi-purpose leased space** that will house multiple actions of the programme, due to failure to secure at this time, and to replace the 3 **Warehouses** within the **Old Olive Mill** complex (the buying and selling process is in progress with HMCS (Hellenic Ministry of Culture and Sports) and NBG (National Bank of Greece), with the aim of repairing the above spaces; responsibility undertaken by the Municipality as a Plan B'. -Delay, New Target Year: B' 2021).

A.2.5 Activation and landscaping of the coastal front for the development of actions. Utilization of outdoor spaces. (In progress, in collaboration with the competent body, EPA – Elefsina Port Authority, Target Year: 2022).

A.2.6 Creation of ephemeral spaces in existing sports facilities (indoor gyms, stadiums, multipurpose classrooms, etc.), by strengthening their equipment and infrastructure. (In progress, in collaboration with the Municipality and the respective competent bodies, replacing the originally planned cultural spaces, which cannot—at present—be utilized).

A.2.7 Utilization of the Municipality's existing indoor infrastructure, with its temporary use for events and actions of Eleusis 2021. (In progress, in collaboration with the Municipality and the respective competent bodies, replacing spaces that are not available at the present time, originally designed as cultural sites).

A.2.8 Activation of common-use areas for hosting ephemeral actions of the programme (In progress, in collaboration with the Municipality and the respective competent bodies).

A.2.9 Improving the existing cultural buildings in terms of infrastructure, in the context of hosting Eleusis 2021 actions (In progress. An implemented example is the E.K.E.D.A. building – Elefsina-West Attica Labor Center).

A.2.10 Activation of empty spaces of other use, and their transformation into spaces hosting cultural activity (In progress. A realized example is the former store "Oraia Eleni," which was transformed into a space for art workshops, meetings and other cultural activities).

A.2.11 Construction of a modern **Skate Park** with the aim of creating an outdoor pole of attraction for young people both in Elefsina and in the wider area. This action will be accompanied by additional artistic events in the area, related to the environment, the activation of the public and the promotion of tourism. (landscaping design in progress, Target Year: 2023).

#### 3.2 AXIS B' STRATEGIC DECISIONS-DEVELOPMENT OF NEW CULTURAL INFRASTRUCTURES

The projects of **Axis B'** and its sub-axes mainly concern:

- spaces that the Company strategically wants to promote in terms of consolidating their use and activating them as cultural spaces.
- planning, that mainly concerns other bodies as accelerating authorities of the State, different from the Company.
- spaces that are being developed or reactivated for the sake of Elefsina undertaking the institution of Eleusis 2021.
- legacy programmes for the city and the wider region.

Axis B' concerns the strategic selection of the city of Elefsina, in view of the acquisition of the ECoC title for 2023, in order to develop new cultural infrastructure with the activation and showcasing of former industrial complexes, the creation of the Center for Capacity Development and Applied Innovation and the activation of new landmarks in the city, with the alternative utilization of abandoned or unused spaces at the present time.

### **B.1. Utilization of architectural, industrial & cultural heritage, as well as other inactive sites**

B.1.1 Renovation of the existing buildings of the former industrial facility **IRIS** and their reopening as multipurpose spaces, with a canteen and ancillary facilities. (Delay due to licensing procedures, etc., Bid Book, New Target Year: 2023).

B.1.2 Renovation and opening of the main building of the **Eleourgiki** complex as a multipurpose venue, with a permanent theatrical stage with a capacity of 300 seats, separate multipurpose and auxiliary spaces. (Delay – Although it was initially decided to launch the project after the title year, the competent body—namely the Decentralized Administration of Attica—is speeding up the licensing and implementation process and, through the achievement of a grant agreement, totaling €7 million, between the Municipality of Elefsina and the Administration of Attica, a new cultural and sports complex will be created, Bid Book, New Target Year: 2023).

B.1.3 Activation and landscaping of the **Administration** building and, as much as possible, the other indoor venues of the **Old Olive Mill** for event hosting. (Assumption of responsibility by the Bank/owner and by the HMCS, coordinated by the Municipality - Delayed, New Target Year: 2023).

B.1.4 Utilization and activation of inactive industrial spaces & facilities or other abandoned spaces of cultural, architectural, industrial or environmental value, on the occasion of the Eleusis 2021 programme, in its updated form, after the change in the General Artistic Directorate of the Company.

B.1.4.1 **Dogteeth**: It is an old quarry and the goal is to create an original Landscape Theater, as a remnant of the city's Industrial History and as a monument of Industrial Heritage. Investigation and activation of the spaces that the Company strategically wants to promote in terms of the consolidation of their use and their activation as spaces of culture. (Target Year: 2023).

B.1.4.2 **Clock Tower**: Restoration of the city's Landmark Clock, located within the Archaeological Site and its activation for hosting actions of the artistic programme. (Target Year: 2022).

B.1.4.3 **Eleusis** – Former Cinema: Renovation and conversion of the entire building installation of the former “Eleusis” cinema into a multi-purpose space for cultural events, screenings and visual & performing arts, but also as space for workshops and creative employment. (Target Year: 2022).

B.1.4.4 **Machu Picchu** – Kaminia: Activation of outdoor space with ruins of old “kaminia” (kilns), as a new space for cultural activities related to the pillar of the Environment – Ecoculture. (Target Year: 2021).

B.1.4.5 **Oasis** – former Camping: Activation of the outdoor space of the former Camping site, as a new venue for outdoor cultural activities, related to the pillar of the Environment – Ecoculture. (Target Year: 2022)

B.1.4.6 **Olympic Baths**: Activation of an abandoned site for an Olympic swimming pool project, as a new venue for open cultural activities (Target Year: 2022).

B.1.4.7 **PYRKAL** – former industrial facility for the manufacture of ammunition, facilities of high architecture and industrial

value. The building facilities of the old factory of PYRKAL, which is now abandoned, could be used as cultural spaces to host multiple activities of the Company, such as art exhibitions, theatrical stage configurations, etc. The use of the space is still problematic, as the stakeholders have not yet reached an agreement (Bid Book, New Target Year: 2023).

### **B.2. Creation of a Center for Capacity Development and Applied Innovation**

B.2.1 **Fab Lab** Workshop (Development responsibility undertaken by the Municipality – Delayed due to urban planning constraints, New Target Year: 2021).

B.2.2 **Ceramics** Workshop (Development responsibility undertaken by the Municipality – Delayed due to urban planning constraints, New Target Year: 2021).

B.2.3 Other small workshops.

Upon completion of the strategic planning from the candidacy period, as a result of the appearance of the COVID-19 pandemic and wanting to modernize the work of Eleusis 2021 with corresponding actions worldwide, the digitization of targeted building infrastructures was proposed, that undoubtedly constitute the Architectural and/or Industrial Heritage of Elefsina, in order to be used in digital versions of artistic actions in the form of virtual reality.

The renovation programmes of the former IRIS and Eleourgiki factories, as well as the high-in-architectural-value “Eleusis” Cinema, have emerged as a necessity, based on the needs of the city, the evaluation of the existing indoors Cultural Infrastructure (Study of infrastructure adequacy and relevant revisions) and after the implementation of a relevant new study. The prospect of the development of former industrial spaces, which at the same time can be declared monuments, is of interest to both the city and the Company and, consequently, the projects of sub-axes B.1, although they have a high risk of untimely implementation, are maintained as priorities in the infrastructure development strategy. The completion of such projects will undoubtedly contribute to the development of Heritage & Legacy from the project of Eleusis 2021. In addition, the corresponding delay in creating a Fab Lab infrastructure is worrying in terms of its timely start for the use and production of required programmes and projects for the title year, but does not cease to be a key objective of implementation in the context of its activity. The Municipality is investigating, along with the Eleusis 2021 organization, the possibility of its location in a suitable space, based on the Urban Planning Regulation, where the specific use is allowed. So, the landscaping of the Center for Capacity Development and Applied Innovation is a realistic goal, as very advanced discussions are already taking place, in terms of securing the necessary space, with the process of conceding the above space still pending (an agreement in principle has been reached between the parties).

The Municipality is trying to promote the completion of the basic infrastructure projects for which it has committed, having succeeded in obtaining a series of necessary institutional arrangements, although, nevertheless, the necessary progress in terms of implementation has not yet been presented, so that the large spaces are handed over for use, with the aim of meeting the needs of Eleusis 2021 under the original programme. (see Annex 3.1). A constant request of the competent Infrastructure Directorate of Eleusis 2021 is still the delivery of specific spaces by the Municipality of Elefsina, in order to create two (2) pools: one (1) pool of available spaces and one (1) pool or artistic projects, in order to be able to carry out sustainable strategic



planning, combining spatial needs and spatial characteristics. As the Municipality is still working on the complete list of available spaces that can be the corresponding pool, based on the necessary specifications, Eleusis 2021 has prepared a detailed list of necessary infrastructure with the appropriate technical characteristics that can accommodate the actions of Eleusis 2021 (see Annex 3.2) setting as basic conditions the Flagship spaces that it ideally plans to bequeath to the City as a Legacy. It should also be noted that the Artistic Programme has been designed in such a way that the actions are multidimensional and are developed simultaneously, both indoors and outdoors.

With the contribution of Eleusis 2021, but also utilizing the dynamics of the title of ECoC, the Municipality managed to resolve individual institutional issues, with the aim of completing (by 2023) at least one major project (IRIS), in order to maintain the project in the planning of Eleusis 2021 for the title year only. However, the Local Government, while focusing on one of the two (2) major projects (IRIS) for which it has committed, recently undertook—in collaboration with the Administration of Attica—the completion of the second major project (Eleourgiki), resulting in Eleusis 2021 not being able to use the last available multipurpose space that it has been planning to use for a long time, which at the same time could be easily converted and adapted to the needs of the respective art projects (Theatrical Stage, Exhibition space, Performing Arts, Visual Arts, Labs & Workshops, music, screenings, educational programmes, etc.). The result of this latest update (04/2021) is that the artistic programme of Eleusis 2021 will remain “homeless” (without an enclosed space with a theatrical stage, exhibition space, etc.) for the years until 2023. Eleusis 2021—in the absence of a compensatory solution—will be forced to spatially limit its artistic programme which shall, thus, be developed through temporary constructions in places of sports or educational activity (indoor municipal stadiums, multipurpose school halls, etc.). Recognizing this major challenge, the Municipality of Elefsina, in collaboration with the Eleusis 2021 organization, are working out available alternatives and will soon—and, most of all, with precision—prepare a Plan B’ for a completely realistic location development, for spaces that are not currently secured for the year of the title.

Another great opportunity is the recent assumption of duties by the competent Deputy Mayor of Culture, who acts as a fast mediator between Eleusis 2021 and the sole shareholder, ensuring coordination between the two bodies for the implementation of relevant projects that are in progress (see Annex 3.3). At this point, it is worth noting that Eleusis 2021 has signed a Memorandum of Understanding (MoU) with the Elefsina Port Authority (EPA), with the aim of better cooperation in matters of location development on the coastal front under EPA jurisdiction, as well as the joint promotion of the innovative project entitled “Marine Sacred Way,” which concerns the development of a new sea route, corresponding to the ancient “Sacred Sea-Route” land route, which will connect Elefsina with Piraeus by boats, which will carry out a specially designed marine tour and leisure programme. The Sacred Sea-Route will start from the city of Piraeus and will end at the historic city of Elefsina, through the archaeological sites of the wider area. Passing through the Strait of Salamis where the historic naval battle took place, it will bear its own historical imprint, uniting the Archaeological Site of Elefsina with other archaeological or historical sites in the 7 neighboring Municipalities (Elefsina, Piraeus, Keratsini-Drapetsona, Perama, Salamina, Chaidari, Aspropyrgos). Thus, Eleusis 2021, in collaboration with EPA, strengthens the interconnection and coupling of the Municipality of Elefsina with the afore-

mentioned Municipalities (7 Municipalities - 1 Marine Way).

Other corresponding Memorandums of Understanding (MoUs) are also being launched with other institutions in the city, such as the Ephorate of Antiquities of West Attica, in order to have mutual support for projects that promote the city’s culture. The Ephorate of Antiquities of West Attica, as the competent management body of the Archaeological Site of Elefsina, intends to assist in the work of Eleusis 2021, allowing the development of artistic or other activities of Eleusis 2021 within the Archaeological Site, as well as in other areas under its jurisdiction.

The legal entities of the Municipality begin a fruitful collaboration with Eleusis 2021, in order, on one hand, to develop the current art projects within their jurisdiction with a contribution to the productions and, on the other hand, to gain knowledge about the tangible and intangible heritage they are about to undertake, after the end of the title year.

At the same time, the Ministry of Energy and Climate Change, through the completion of the “Study of Unification and promotion of archaeological sites and monuments with components of urban regeneration,” prepared by the Directorate of Studies and Urban Regeneration of the General Secretariat of Spatial Planning and Urban Environment, has launched a series of interventions in the city of Elefsina, funded by the HMCS, mainly for the archaeological sites of Elefsina, such as the re-exhibition of the Archaeological Museum, but also the urban interventions in the immediate environment of the archaeological site, its designation, the promotion of the Elefsina Telesterio, etc.

### **Elefsina Connectivity and Traffic Study**

The city has a direct connection to Athens, via city and transit intercity buses, the suburban railway and taxis, with regular city charges. There are no problems in the city’s connectivity, in terms of the existence of connections, but mainly in the density of itineraries within each day. The Municipality is collaborating with OASA (Athens Mass Transit System) in order to increase itineraries to and from Athens, during the ECoC’s title year, so that the city is easily and accessible by visitors, while Eleusis 2021 has included in its planning the implementation of a study, which will investigate the city’s needs in terms of connectivity, combined transportation, an alternative traffic network and the creation of strategic parking around the city, which may serve large attending populations for major events. The above concerns the Study of Traffic Flows of the city, in relation to the operation and the action of Eleusis 2021. It pertains to the formation of city maps, after a relevant study in order to configure a harmonious network of alternative movements within the Municipal and Regional spatial framework (Target Year: 2022).

It is worth noting that the Municipality has submitted a proposal for the financing of a study for the creation of charging stations for electric vehicles, while Eleusis 2021 has already proposed the establishment of rental/parking stations for public bicycles, to serve guests traveling internally within the city.

### **City Signage**

Eleusis 2021 has undertaken the City Signage Study in relation to the operation and action of Eleusis 2021. It concerns the shaping of the city’s image—following a relevant study—in order to produce a harmonious network of special signs, both Municipal and artistic in nature. The signage will include: information signs, interventions on the façades of buildings, paving and marking materials on the ground, for the cases of cultural and artistic routes, etc.

At the same time, the competent Directorate of Eleusis 2021 launches the electronic registration of the city’s cultural

infrastructure stock in a GIS information system, considering it an important factor in terms of the city's response to the modern requirements of the digital world.

**In response to recommendations “5,” 2019 & “Infrastructure,” 2019, which were made available:**

Eleusis 2021 has completed successive special Adequacy Studies of Existing Infrastructures, which it regularly updates and makes available to the Single Shareholder through the Board of Directors. Despite the remarkable efforts made by the Municipality of Elefsina and the acceleration of the procedures it has achieved—where possible within the current legal framework—it has not yet been possible to respond, to the desired extent, regarding the requirements for the successful implementation of the actions of Eleusis 2021 in large, indoor spaces, although it is clear that the Municipality of Elefsina is willing to help the project, with a final time horizon in 2023. On the contrary, while Eleusis 2021 tries to minimize the requirements for indoor spaces, either by including multiple and continuous actions within the same building facilities (until recently Eleourgiki) or by locating its projects and actions in open/outdoor spaces, the Municipality, in collaboration with other public agencies (regional Administration, Ministry of Culture, etc.), proceeds to the planning of projects, which, although not likely to be completed by 2023, will undoubtedly be a valuable Legacy of the ECoC institution (the Municipality is planning new projects, thus making it impossible to use the existing infrastructure, despite the sometimes existing and objective difficulties of using some of the above spaces—see Eleourgiki—as they have been brought to our attention by the Municipality: Renovation of Eleourgiki, new configuration of the central Elefsina Square, etc.). The Municipality of Elefsina, in light of the initial utilization of Eleourgiki by Eleusis 2021, placed special emphasis on the launch and acceleration of major infrastructure projects, and thus the preparation of Plan B and alternative location develop-

ments, following the latest data update, is now its main priority, in full cooperation with Eleusis 2021.

However, the emergence of the COVID-19 pandemic—although it appeared as a threat—managed to turn into an opportunity for Eleusis 2021 to rethink how to deal with the crisis, while harmonizing the programme with the new restrictions. For this reason, it strategically chooses the further activation of Public space and the implementation of artistic actions in urban, suburban, coastal and green spaces, spaces under intense use, as well as abandoned spaces.

In addition, the introduction of the new Artistic Director in the Company's staff in September 2020, and the new perspective he brought to the narrative of the artistic programme, set as a priority (in addition to the commitments of the Bid Book) the utilization of new abandoned spaces that mainly concern areas with great value in terms of cultural, architectural, industrial or even environmental heritage.

The effort to create a plan of alternative locations for the programme is shown in Annex 3.4, with a comparative evaluation of the proposals by the competent Directorate of Eleusis 2021.

It is important to mention that the Company has not received the expected economic support regarding its operation, as all the costs for the operation and restoration of functional buildings have been transferred to it, while the Local Government (Municipality and regional Administration) has no participation in it, except 10% of the operating costs arising from buildings donated by the Municipality, while it is observed that it is unable to respond to the support of the Company in technical matters, through the provision of technical staff, especially during peak periods, with regards to holding multiple events by all the bodies. This incalculable cost, in kind and man-hours, has now been incorporated into the already low budget of Eleusis 2021 and has been planned with a relevant technical programme and budget for the current and next years.





## 4. OUTREACH





## 4. OUTREACH

### 4.1 GOALS AND INITIAL ACTIONS

2020 was an unprecedented year for everyone. The condition of the new pandemic, inclusion and social alienation have resulted in a redefinition of how to approach civil life. Thus, it was deemed necessary to update the strategy of Audience Development and Participation, since the Action Plan of the Artistic Directorate was under constant review, for reasons of the Company's internal operation, as a consequence of the COVID-19 pandemic but also—in the end—due to the transfer of the title year to 2023.

During this period a number of projects and actions were carried out mainly in the digital space (virtually). Indicatively:

- Eleusis Music Stories.
- Europe at Home.
- Attiko School of Ancient Greek Drama.
- Capacity Building Programme for European Capitals of Culture - Academy Camp on the theme of "Audience Development."
- Creation of playlist on Spotify by members of the Teen and Youth Lab.

In addition, pandemic conditions were taken into account in the planning of actions in public space such as:

- Mystery 2\_Clock-Tower Voices – First Edition (1): "Persephone" by Yiannis Ritsos, recited by Kariofillia Karampeti
- Mystery 10\_Year's Eve
- Mystery4\_Traces of Light

A crucial issue is the strengthening of the residents' trust in Eleusis 2021. In order to achieve this, meetings (virtual and physical) have been held and planned with organizations, collectives and residents, in order to inform and acquaint them with the Artistic Programme. Through a series of artistic projects, we help the residents and local Associations to get more involved in the co-design and implementation of the programme, with the parallel involvement of local artists. Finally, we are in the final phase of the official activation of Volunteering, with the creation of a special Charter.

Cultural mapping continues where, since 2018, we have recorded associations, trade unions, movements, communities, schools, educational institutions, etc., along with the signage of the city's neighborhoods and places that concern, not only the locals, but also the visitors. We developed this map as a multi-level research method that will allow us to see the relationships that develop between place, experience and community.

In collaboration with the Cultural Development and the Communications & Marketing Directorates, we are updating the recording of creative professionals in Elefsina and the wider region.

### 4.2 TEENAGER-YOUNG AUDIENCES AND SCHOOLS

For teenager and youth audiences, we have created **Teen and Youth Labs** that have been operating since 2019, activating one of the most essential tools for young people to access culture. Both laboratories, after two years, are transformed into more dynamic ones.

**Voices in the city.** More specifically, young people gain a "voice" through a series of public actions-interventions, in the city of the participants, in the youth workshops of Eleusis 2021, in order to highlight issues that concern them. The aim is to

create a common space for reflection and assertion, a space for discussion, the exchange of views and ideas, by and for the young people of Elefsina. Indicatively, we are mentioning the first public action, whose first theme was to highlight the need to create a park for both children and adults, where they can enjoy roller-skating, skating, finger skating and BMX. For the purpose of the event, the members of the workshop created a short film about skateboarding—and more than skateboarding—in Elefsina. Others designed part of the communication strategy and the poster, others the event's organization, from the location to the smallest detail, to hold a discussion between young people and representatives from the institutional bodies of Elefsina.

The city's teens who participated in the **Teen Lab** workshop will constitute the core of a **theatrical group** where improvisation and multiple representational techniques will be used as tools for the creative expression and communication of the participants. This creates a safe space for the exchange of experiences, images and reflections, forming a common code of communication, but also an intercultural consciousness, since the group will include adolescent refugees. By being introduced into creative writing, quick decision making, taking responsibility, personal expression through storytelling, presentation and the development of their own material, children will familiarize themselves with the basic principles of theater of invention, as a method of creating performances, in order to get acquainted and able to use the given exercises and tools, in this direction. The aim is to try to express the complex and exploratory relationship of the young people of Elefsina with the city and its people.

In the context of empowering the city's youth, in September 2021, as part of the Youth Lab, but also with the participation of high school students from the Municipality and young people from Ethno-Local Associations, a **seminar will be launched, aimed at developing their skills** in areas related to cultural production. The purpose of the programme is the activation of young people, their direct involvement with Eleusis 2021 and the design and future implementation of their own ideas and projects. The seminar will be implemented virtually, applying modern e-learning tools.

**For the participation of schools, we are moving strategically through the collaboration with an Institution** that has a significant educational background, covering all the fields of Letters, Arts and Sciences. This collaboration will lead to a series of educational programmes for primary and secondary education in the Municipality of Elefsina, with the simultaneous support of teachers through seminars and workshops.

Already, in 2019, as part of the Participatory Ephemeral Monument, more than 600 students (including students with disabilities, of all grades and from the neighboring Municipality) actively participated in its construction and deconstruction, while over 1,200 students from the Municipality were informed and raised their awareness about how an abandoned historic industrial complex can become a new development hub for Elefsina, but also the wider area, with new uses for the inhabitants, and how it can turn—as it deserves—into a monument of cultural and industrial heritage.

Furthermore, students from the schools of Elefsina, in collaboration with the competent Directorates of Primary and Secondary Education—but also residents of all ages—will have the opportunity to participate in specially designed activities, within the Artistic Programme. Indicatively, we are also mentioning the workshops designed as part of **Fabrication Lab** and **Print Your City**, in collaboration with the Directorate of Cultural Development.

Lastly, proposals for educational projects will be evaluated through the **Open Call** process.

## 4.3 CITIZEN AND CIVIL SOCIETY ACTIVATION

We activate **Volunteering** by creating a special Charter. The motivation for the creation of the Volunteering Program of Eleusis 2021 is not to address the needs during the implementation of the Artistic Programme, but mainly to be a good practice for the development of policy and investment in the field of Volunteering, locally, with the long-term creation of a sustainable civil volunteering service, aiming at the following main axes:

A) the promotion of the values of volunteering in the community and the involvement of the inhabitants of the wider area of the Thriasian Plain, but also of the rest of Greece and the EU,

B) to strengthen and maintain continuous and quality support to volunteers and those involved in the organization of voluntary actions, by providing opportunities for the development of their skills and abilities,

C) networking and establishing cooperation between all participants in volunteering.

**Activation of the Old Railway Station complex, and the surrounding area, as a hub** – the core of the seminar programmes and the horizontal actions of the Artistic Programme and strengthening the relationship with the residents. We create a “common” space. We seek to create a living space, initially attributing it to the existing groups for young people and teenagers, created by Eleusis 2021. Specifically, it can be a place for meeting, study, connection with other ECoCs, a place for developing local young people’s ideas and projects, for exhibitions, small concerts, educational programmes with schools (in the garden); a space available for use by local city collectives. The garden in particular, in addition to the above, can be activated with small projects, such as a bicycle station, workshops, etc.

In addition to this activity, and always in coordination with the planning of the use of the space, the following will be able to be hosted:

- Residencies of collaborating artists (e.g. Photographer, Initiator),
- Partner workspace (History Workshop, Pilot Cities, Citizen interviews, Day accommodation for artists in-between rehearsals, etc.),
- Multiple actions by local city collectives.

Using the Old Railway Station complex as an example, we work with local city communities and Ethno-Local Associations, and create a **network of small hubs** that can host a series of workshops and activities on their premises, creating culture cells within the neighborhoods.

With the main goal of developing the skills of the city’s cultural professionals and residents, as well as strengthening their networking nationally and internationally, the **Audience Development Academy** was held during 2020, a training programme with the participation of both the staff of Eleusis 2021, as well as representatives of the city’s collectives and residents. Thus, we attempted and expect the active participation of the residents in the co-shaping of part of the planning of the Audience Development and Participation.

In addition, by participating in the **Pilot Cities** programme, the city recognizes and strengthens the position of culture, and its inhabitants become the driving force behind the entire participatory programme. The members of the team, on the basis of equal and active participation, work closely together in the planning phase of the cultural strategy of the city, on the three most important areas, as they emerged from the self-assessment. These are the change of direction in the cultural strategy of the city, the activation of knowledge and information exchange plat-

forms and the skills development programmes that strengthen the local cultural activity. In each of the above areas, the team maps existing structures and practices, and identifies needs and sets priorities. At this stage, the action plan of Pilot Cities, the participatory platform for the development of a new cultural strategy for the city, which will be implemented during the next two years, has been completed.

**Local residents as mentors.** Aiming at the two-way acquaintance of the artists with the city and its people, but also of the inhabitants with the artists and the practices of contemporary art, Greek and foreign artists participating in the Programme get acquainted with the history and the values of the city through a process of “initiation”—that is, through meetings with people, with different possible starting points and common interests.

## 4.4 CULTURAL COMMUNITIES AND VULNERABLE SOCIAL GROUPS

The whole artistic programme is distributed horizontally, spread all over the city, so that it can embrace the neighborhoods and the places where are the most vulnerable population groups are located.

Indicatively, each year, the **SYNIKISMI - A Festival** travels and activates different neighborhoods of the city with the active involvement of ethno-local associations. The goal, in the year of the title, is to unite all the “Settlements” in one celebration. As a complex event, it can include theater, music, dance, performances, in situ installations, city interventions, workshops, seminars, etc.

As part of the **HERMA** workshop, members of the Municipality’s ethno-local associations approach documents of their material and intangible culture, they create their own narrative, in the course of planning a cultural route in the city that they will offer to its inhabitants and visitors.

Through the **History of Elefsina- a Lab**, oral history groups are created in the neighborhoods, with residents of all ages recording, documenting and writing down—along with a group of visual artists, historians and anthropologists—the “small” and “big” stories of their place. At the same time, they will offer the raw material for the **Invisible Map**.

An artistic, dramatic and at the same time historical work, which highlights the Map of critical experiences—personal or historical—of its inhabitants, i.e. the exact time and place where these experiences took place. A small Public Sign is erected in each spot, which, in combination with a digital application, will be able to share with you the hidden History of this spot. The resident or visitor of the city, will have the opportunity to “stumble upon” the city’s collective unconsciousness, the MEMORY of its experience. Something, that playfully and subtly increases the historical curiosity of people, local or not.

A series of artworks deals with issues that concern the city, aimed at strengthening social cohesion, solidarity and fighting inequality.

Indicative works (see Annex 2.1):

**RefuGe,**  
**The Walk**  
**The Free Besieged**  
**On the way to Colonus**

Finally, proposals for new projects will be evaluated through the process of the **Open Call**.



## 4.5 CONNECTION WITH THE REST OF GREECE

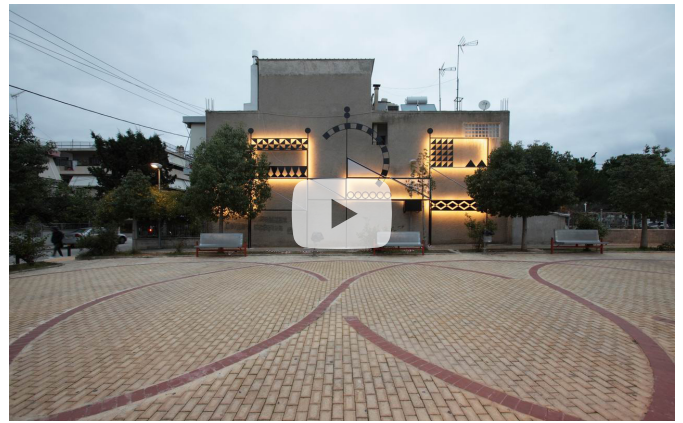
**Alice in the cities (mobile exhibition using a van):** Eleusis 2021 travels, in a small van, transporting its vision and work to neighboring Municipalities with the help of a girl, Alice.

**An educational suitcase** which will be transported to institutions and educational bodies in Greek cities, and will include an interactive educational program and promotional material of Eleusis 2021.

Both programmes will start from Elefsina. The neighboring Municipalities will follow and later they will travel all over Greece, while the suitcase can extend its itinerary to other ECoCs.

**Sacred Sea-Route.** The pioneering idea of the *Sacred Sea-Route*, in collaboration with the Elefsina Port Authority and the Municipality, concerns the development of a new sea route, corresponding to the ancient “Sacred Way” land route, which will connect Elefsina with Piraeus by boats, which will carry out a specially designed marine tour and leisure programme.

Specifically, the Sacred Sea-Route will start from the city of Piraeus and, passing through the Strait of Salamis, where the historic naval battle took place, will end at the historic city of Elefsina, uniting the Archaeological Site of Elefsina with other archaeological or historical sites in the neighboring Municipalities (Elefsina, Piraeus, Keratsini-Drapetsona, Perama, Salamina, Chaidari, Aspropyrgos).





## 5. MANAGEMENT



## 5. MANAGEMENT

### 5.1 LEGISLATIVE ARRANGEMENTS AND BOARD OF DIRECTORS (BOD)

**Legal Structure:** The legal structure of the Company has not changed since the day of its establishment. However, in 2019, according to the decision of 01/11/2019 of the Extraordinary General Meeting of the Shareholder (Municipal Council of Elefsina), there were changes concerning the Articles of Association of the Company in terms of harmonization with the new Law on Societes Anonymes (Law 4548/2018) where, characteristically, for the purposes of the company, for the sake of the multidimensional Art Programme and its special needs, commercial activity (e.g. Eleusis 2021 Shop) and the execution of small maintenance or landscaping projects in functional spaces managed exclusively by Eleusis 2021 (Offices, small showroom, etc.).

Due to the pandemic, its effects, and challenges, Eleusis 2021 asked the EU for the postponement of the title year. Thus, following the decision of the European Parliament of the 23rd of December 2020 (2020/2229), which amends Decision 445/2014/EU, the title year is moved to 2023, a new amendment will be made to the Statute, concerning the Name and the distinctive title of the Company, while by the end of July, according to the Institutional Framework<sup>1</sup>, the Viability Study of the Company should be prepared and the shareholder should extend the Company's duration until 2024 (Annex 4.1).

**Board of directors:** The Board of Directors, as the highest administrative and the pre-eminent decision-making body of the Company, consists of 11 members and meets approximately twice a month. In 2020 it held twenty-three (23) meetings, while in 2021 it held nine (9) meetings. During the last two (2) years, where 154 strategic decisions were taken, which are mainly related to the promotion of key areas for the successful course of the Company. The term of office of the members of the Board of Directors is set until April 27, 2022.

Taking into account the EU evaluation reports, the new Board of Directors, as established on 11/2019, consists of:

a) prominent personalities from the fields of culture, letters, sciences and the arts (November 2019), b) active participation of the Municipality of Elefsina, with the Mayor as vice president of Eleusis 2021 and with two more majority advisors, with the aim, on the one hand, to ensure better performance and supervision of the Company and, on the other hand, to signal a New Beginning in terms of the Company's cooperation with the Municipality of Elefsina, c) representation of the regional Administration of Attica, for the first time since the establishment of the Company (June 2020), and finally d) the new CEO (November 2019) (see Annex 4.2).

In order to exchange views and evaluate the project on a weekly basis, a coordinating Committee is held (without executive power) that has been set up recently and has met four (4) times to date, with the participation of Mr. Mayor, the Deputy Mayor of Culture, the Chairman of the Board, the CEO, the member of the Board, Mr. George Lyontos, the Financial and Administrative Director and the General Artistic Director, in order to discuss the activities of the current week.

**Relationship between the Board of Directors and the Executive Team:** In terms of the relationship between the Board of Directors, the Directors and other executives, whereas in the past tensions had been identified, today, the cooperation between

them is characterized as harmonious and constructive, to the benefit of Eleusis 2021 and always in line with its strategic goals, ensuring the enforcement of the Company's objectives, as well as full legality and transparency. Special mention should be made of the close cooperation between the Board of Directors and the new CEO, and the new General Artistic Director, a relationship characterized by sympathy and conflict avoidance, while maintaining the independence of the General Artistic Directorate.

Despite the Commission's recommendations regarding the dual role of the Chief Executive Officer as a simultaneous member of the Board of Directors, there is still an issue that could potentially call into question the independence of both parties. However, the CEO makes every effort to avoid any discrepancies or problems that may arise as a result. To date, the necessary balance has been struck, and it is noted that, although the committee's comments have been duly communicated, it is believed that there is no need to change the existing legal framework concerning the maintenance of these two simultaneous positions.

**Level of cooperation between Eleusis 2021 and other bodies:** The cooperation of the Board of Directors with all the competent State bodies (Ministry of Culture and Sports, regional Administration of West Attica, Municipality of Elefsina, Elefsina Port Authority SA, etc.) is constructive, in the context of the continuous effort to improve the existing institutional framework governing Eleusis 2021, and the acceleration of the administrative procedures it is required to comply with. Also, a substantial dialogue has already begun for the cooperation and the conclusion of Memoranda of Cooperation and Programme Contracts with the Legal Entities of the Municipality of Elefsina (Public Benefit Enterprise of the Municipality of Elefsina and LEPL (Legal Entity of Public Law) of Culture, Sports, Social Policy and Preschool Education Municipality of Elefsina), as well as with the local cultural associations and other bodies of the city.

The Board of Directors has proceeded with contacts with recognized Cultural Institutions, with the aim of developing strategic collaborations within the framework of the Artistic Programme and its financial support.

#### A. GOVERNMENT LEVEL

**Establishment of an Interministerial Committee on November 7, 2019 (Gov. Gazette A 174/07.11.2019)** In November 2019, through an effort to address the serious challenges of this project, the Government, following a relevant suggestion by the Mayor of Elefsina, Argyrios N. Oikonomou, formed an Interministerial Committee in order to achieve the implementation procedures of the institution "European Capital of Culture 2021" for the city of Elefsina, through a coordinating body in which competent State bodies are represented to speed up the implementation processes (legislative interventions, institutional measures, initiatives, etc.) (See Annex 4.3)

#### B. LOCAL GOVERNMENT

**Deputy Mayor for Culture, (no. 59633/2019 decision of the Ministry of Interior)** In line with the EU recommendations regarding the appointment of the Deputy Mayor in charge of Culture, and his special mission within the framework of his duties, the Municipality of Elefsina, in cooperation with the Ministry of Interior, succeeded in voting for a special regulation appointing an additional Deputy Mayor of the Municipality for issues pertaining to culture and the preparation of the hosting event of the "European Capital of Culture" institution (article 59 par. 2 of Law 3852/2010, as supplemented by par. 2e of article 5 of law 4623/2019).

1. MINISTERIAL DECISION 43886/07 (Government Gazette 1574 B/17-8-2007) Based on the Municipal Code (Law 3462/2006 No. 253)



The Deputy Mayor of Culture is in close contact with the executive team of Eleusis 2021, ensuring proper coordination with the city services and the full implementation of the cultural strategy in view of the Eleusis 2021 Legacy.

Deputy Mayors of Culture:

- 01.09.2019 to 01.02.2021: Mr. Dimitrios Liaskos
- Active, from 01.02.2021 to 31.12.2021:

Mr. Fotios-Panagiotis Tatakis (Annex 4.4)

The new Deputy Mayor of Culture, nurturing special sensitivity and respect for the European institutions, functions as the liaison between the Municipality of Elefsina and the institution of the European Capital of Culture, coordinating the two parties and cultivating fruitful dialogue and mutual understanding, as well as synergy, with a view to the success of the European Capital of Culture. The Deputy Mayor sets as his priorities the arrangement of volunteering, compiling, together with the Administration of Eleusis 2021 and the competent Directorate of Audience Participation, the roadmap of volunteering, which is the quintessence of the offer to the public (see VOLUNTEERING CHARTER), the launch and co-decision for the management of the ECOC's great legacy, per se, regarding the institution of Eleusis 2021 (see LEGACY AGREEMENT).

It is also noted that initiatives are being taken—in parallel—to strengthen the communication channels between the network of Cultural Capitals, and it is noted that the Deputy Mayor will coordinate a series of meetings with his counterparts in Timisoara and Veszprem, with the theme of the meeting focusing on the coherence and close cooperation of the 2023 ECoCs. Finally, it is certain that the activation of the Greek Diaspora, as well as the active participation of the—Greek and other—schools of European countries, and the Greek Diaspora in general, in the project of the European Capital of Culture, are top issues for this Deputy Mayor.

- **Deputy Mayor for International Relations and Tourism Development (no. 1781/2020 of the Mayor of Elefsina)** The radical change in the way the Municipality of Elefsina managed the issues of tourism promotion is proven through the establishment of a Tourism Committee and the appointment of a Deputy Mayor for International Relations and Tourism Development, in order to prepare procedures and proposals for the tourism promotion of the Municipality. Based on this decision, the expediency of the EU Recommendation is recognized, which aims to improve the image of the city, to potential visitors, in view of the realization of the ECoC.
  - Active since 03.11.2020: Mr. Dimitrios Papagiannaros (see Annex 4.5)
- **Special Employee Employment Programme lasting 12 months, 2021 & Coverage of 8 new jobs.** At the moment, the Municipality of Elefsina, headed by the Deputy Mayor of Culture, Mr. Fotios-Panagiotis Tatakis, is in advanced discussions with the Ministry of Labor and OAED (Hellenic Manpower Employment Organization) to design and prepare a special employment programme for 12 employees, totaling 12 months, for the title year. In good cooperation with the Ministry of Interior, there is intension to add eight (8) new positions to the Company's already existing human resources, which includes twenty (20) positions within 2021, based on a relevant decision of the Ministry of Interior and thus it is set to be issued in the near future.

## C. COMPANY MANAGEMENT

The Board of Directors, through a series of major actions, which are presented in detail below, seeks to achieve the corporate goal, making, inter alia, strategic collaborations on infrastructure issues, as well as facilitation efforts, through legislation, aiming at the fast and timely implementation of the artistic programme of Eleusis 2021.

- The Management of the Company, recognizing the importance of Concluding Programme Contracts as a legally established form of cooperation between public bodies in order to study and execute projects and development programmes for a specific area, as well as for the provision of services and implementation of all kinds of procurements, proceeded with the following:
  - **New Programme Contract that concerns the Design and Implementation of the evaluation project of the Company with the LEPL under the name "PANTEIO UNIVERSITY OF SOCIAL AND POLITICAL SCIENCES,"** February 2021 (no. 17/2020 decision of the Board of Directors) thus recognizing the need to achieve, precisely and in accordance with the relevant EU directives<sup>2</sup>, the monitoring and evaluation of the "Eleusis21: European Capital of Culture" programme, following the relevant EU recommendations.
  - The conclusion of a general Programme contract is proceeding immediately from both sides, with the Municipality of Elefsina and its Legal Entities, for the further deepening of the cooperation towards the achievement of short-term and long-term goals, focusing on Institutional issues and issues concerning Legacy, Communication and Volunteering.
- At the same time, Management, wanting to consolidate collaborations and facilitate its work, proceeded—and plans in the near future—to the signing of Memoranda of Cooperation-Agreements between two or more parties, which, although not legally binding, signal the parties' willingness to proceed with a contract at a later time. Particularly:
  - **Conclusion of a Memorandum of Cooperation with the Elefsina Port Authority, October 2020 (no. 99/2020 decision of the Board of Directors.)** ensuring the strategic alliance with the EPA, the use of the areas on the coastal front of Elefsina for actions of Eleusis 2021, the creation of a marine connection with Piraeus (Sacred Sea-Route), etc.
  - **Conclusion of Special Memoranda of Understanding (no. 18/2021 decision of the Board of Directors)** with prospective contractors and the object of capturing the intention of Eleusis 2021 and the start of negotiations for the artistic works and cultural activities (terms and specifications), in good faith and in accordance with current legislation. Through the special Memoranda of Understanding, EU Recommendation 14 (2019) will be largely resolved, as it will be possible to communicate the preparatory work of the projects to the general public until their contracting is completed.
  - **Conclusion of a Legacy Agreement** with the Municipality of Elefsina as well as the Legal Entities of the Municipality of KEDE-PAKPPA (no. 31/2021 decision of the Board of Directors) ultimately aiming at: a) the development and transfer, between each other,

2. see "European Capitals of Culture (ECoC) 2020-2033. Guidelines for the cities' own evaluations of the results of their ECOC," ([https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/library/capitals-culture-city-own-guide\\_en.pdf](https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/library/capitals-culture-city-own-guide_en.pdf)).



of expertise and good practices of cultural management, in order to ensure the legacy of the ECoC in terms of artistic, intellectual and generally intangible legacy but also urban interventions, b) the development of a Legacy Policy, which will be specialized within the Programme Contract to be concluded, c) the interconnection of the generated legacy with the inhabitants of the city of Elefsina, d) the transition of specific institutions and actions of Eleusis 2021 to the successive situation that will be selected at a later time by Municipality of Elefsina, which, as the sole shareholder of Eleusis 2021, is the sole administrator and heir of the Legacy.

- **Voting of the Volunteering Charter** of 2023 with the Municipality of Elefsina (no. 33/2021 **decision of the Board of Directors**) with the ultimate goal of acting as a practical guide, which will provide updates and information, both to the interested volunteers (individually or in groups), and to the Legal Entities of the Municipality of Elefsina, while seeking to be a good practice for the development policy and investment in the field of Volunteering, at the local level. It regulates the establishment and operation of the "Register of Volunteers" of Eleusis 2021 and includes all the terms regarding the operation of the volunteer programme, as well as the forms of voluntary action. The motivation for the creation of the Eleusis 2021 Volunteer Programme is not to address the needs during the implementation of the Artistic Programme, but mainly the long-term creation of a sustainable urban volunteering service that aims at the following: a) to promote the values of volunteering in the community, and the involvement of the inhabitants of the wider area of the Thriasian Plain, but also the rest of Greece and the EU, b) to strengthen and maintain continuous and quality support to volunteers and those involved in the organization of voluntary actions, by providing opportunities to develop their skills and abilities, and c) networking and establishing cooperation between all participants in volunteering.
- **In addition, a series of amendments were made to the procedures of Internal operation and conclusion of Public contracts, procurement and tenders, from 2019 until today (Recommendation 2, 2019). Specifically:**
  - Law 4782/2021.: The Law on Public Contracts, Procurement and Tenders is a challenge for the flexibility and speed of the project. Law 4412/16, which had caused ambiguities, delays and gaps in its interpretation, was recently amended by the New Public Contracts Law (L.4782 / 2021), which has gradually started to be implemented and will enter into full force on September 1, 2021. Some key changes are the increase of the direct award limit, from €20,000.00 to €30,000.00 net value, but also the reduction of bureaucracy through the digitization of procedures. For the new limit of the above amount, the Chief Executive Officer will receive authorization from the Board of Directors to sign the awards.
  - After cooperation with specialized consultants in the field of human resource management, the organization chart of the company was modified, creating a Production Directorate, for the successful and rapid implementation of actions, but also the adequate costing of these and the costs that frame them (no. 39/20 & 40/20 BoD decisions).
- In the context of the review of the internal regulations and the internal procedures of the Company, the New model and the relevant supplementary guide for the introduction and approval of artistic and other actions were approved, after the participation of the Project Coordination Office, the Supporting Officer of the Directorate of the CEO and Legacy, the artistic team, members of the Board of Directors, the Administration Directorate and the Legal Advisers, with the aim of a) reducing the preparatory time for the preparation of a proposal, in combination with the following stages and the required collaborations, and b) creating a new, more functional structure of the body of the proposal and its annexes (no. 103/20 decision of the Board of Directors).
- Approval of a Draft Declaration for the communication of the artistic works in order to be able to communicate the artistic actions of the Company to the public, which, however, are still in the negotiation stage (no. 20/21 decision of the Board of Directors).
- Working groups with the participation of all Directorates and legal advisors from the submission of the artistic proposal, for the clarification of the procedures and the recording of the guidelines.
- Change in the procedure for appointing committees (negotiation of art projects for the receipt and monitoring of services, receipt and monitoring of procurements, conducting public tenders for objections), as defined by law, for greater flexibility and dismissal of specific employees (no. 93/20 decision of the BoD).
- The new financial regulation of the Company and the new travel policy were adopted, in order to properly observe and clarify internal procedures (no. 47/2019 decision of the Board of Directors).
- A company, specializing in public procurement, was commissioned to study and submit opinions to optimize their management, according to the Prefecture, and seminars were held throughout the company on Public Procurement and Copyright for artistic projects.
- Meetings were held with the HELLENIC SINGLE PUBLIC PROCUREMENT AUTHORITY for clarification of the procedures of Law 4412/16 and recommendations were made for the correctness, transparency and guarantee of the integrity of the procedure.
- Finally, the **GDPR Policy and the Cookies Policy** were established by a specialized external partner of the company, building the foundations for the proper use of personal data in accordance with the European Directive on the Application of Personal Data Protection, implementing measures of the Regulation (EU): GDP POLICY & COOKIES POLICY (no. 64/2020 decision of the Board of Directors).
- In closing, it is particularly important to mention the preparatory work carried out by the Company's management, in the context of the Sustainability Study, and related to necessary policies for its operation, accompanied by management and cost studies. Indicatively, these policies concern: ticket management, staff management, the Shop, the Warehouse, City Signage, Sponsorship and revenue forecasting policy for the years 2021-2023, Publications Policy, Volunteering Policy, the COVID-19 Policy and Plan B' actions, as well as the completion of the location development for the Artistic programme, in terms of operational and production needs.

## 5.2 STAFFING AND ORGANIZATIONAL STRUCTURE

Numerically, the company's human resources continue to consist of the maximum possible number of people (up to 20), however, since May 2019, there have been changes in the persons, which are due either to strategic decisions by Management or to departures for personal reasons. (L.4509 / 2017 - Article 66, see Annex 4.6). From the point of view of the administration, and recognizing the need to strengthen human resources, with the no. 8/2020 decision of the Board of Directors of the Company, a request was submitted to the Ministry of Interior which concerned: (a) the increase in the number of staff by twenty (20) people, (b) the introduction of a special provision for their recruitment and (c) the approval of the budget of the salaries of the above persons (see Annex 4.7). Due to the lack of progress, the Municipality of Elefsina held advanced discussions with the Ministry of Interior, during which the parties discussed and agreed on the necessity of strengthening the human already existing resources of Eleusis 2021 by adding eight (8) new positions to the twenty (20) already existing ones, so the relevant decision is expected to be issued.

## 5.3 FUNDING

INCOME TO COVER OPERATING EXPENDITURES	BIDBOOK		CURRENT SITUATION	
	IN €	IN %	IN €	IN %
CITY	8.667.400,00 €	36,04%	6.090.308,00 €	25,32%
NATIONAL GOVERNMENT	2.376.000,00 €	9,88%	2.378.660,00 €	9,89%
REGION	8.667.400,00 €	36,04%	7.736.850,00 €	32,17%
EU (with exception of Melina Merkouri)	845.600,00 €	3,52%	7.960,00 €	0,00%
PRIVATE	3.494.200,00 €	14,53%	143.467,49 €	0,60%
TOTAL	24.050.600,00 €	100,00%	16.357.245,49 €	68%

OPERATING EXPENDITURES	PROGRAMME		PROMOTION		ADMINISTRATION		OTHERS*		TOTAL	
	IN €	IN %	IN €	IN %	IN €	IN %	IN €	IN %	IN €	IN %
BIDBOOK	16.500.000,00 €	69%	3.300.000,00 €	14%	3.800.000,00 €	16%	400.000,00 €	2%	24.000.000,00 €	100%
CURRENT SITUATION	1.266.969,50 €	16%	428.913,53 €	5%	2.185.216,94 €	27%	4.175.923,37 €	52%	8.057.023,34 €	100%

see Annex 4.8

## 5.4 COMMUNICATION & MARKETING

**A Brand-New ECoC:** Preparations have begun since the 2nd half of 2020, so that 2021 will be the year that Eleusis Cultural Capital of Europe is re-established, and promotes its new vision which is reflected in a new tagline:

**MYSTERIES OF TRANSITION:** Based on the new identity/era of the Company, a new communication strategy is created, whose main goal is to get the Company out of its communication inertia, creating a strong Brand/vehicle for both the communication and the sponsorship policy and strategy until 2023. At the same time, a new narrative is created that ties the actions around the new tagline: each action is a numbered Mystery. As a whole, the actions are transformed into the Mysteries of Transition. A trademark that operates locally and internationally, and is also reflected in terms of communication energy.

In the context of the communication strategy, which uses the same tagline for all target audiences, the aim is to increase awareness around the Company, its actions and, ultimately, the city itself. At the same time, targeted communication campaigns are created for individual target audiences.

**EXTROVERSION | Strategic Partnerships:** The creation of a multifaceted network of partners is one of the most important pillars of the Company's Communication and Marketing Strategy, strengthening and disseminating, among other things, its European character. In this context, the first contacts have already been made for the conclusion of collaborations with many different bodies and partners, aiming at their consolidation in 2022 (see

Annex 4.9), so that in 2023 they are part of the great celebration of Eleusis 2021.

First of all, collaborations with the most important tourism institutions of the country are being launched. The Memorandum of Cooperation with the Greek National Tourism Organization (G.N.T.O.) as well as with Marketing Greece, the largest private tourism organization in the country, is already secured. In this context, some Press Trips for 2021 are already being launched in specific target markets. The long-term goal is the involvement of all key players of the country's tourism, in private and public sector, such as the Athens International Airport Eleftherios Venizelos, AEGEAN Air Transport Company, as well as the Athens-Attica & Argosaronic Hotel Association (AHA), etc. Collaboration with the neighboring Municipalities, and the Municipalities of Piraeus and Athens, for the end of 2022 throughout the title year, is also considered important.

One of the main networks the Embassies and Cultural Institutes, with the French Institute of Athens being the first potential collaborator, while the goal is to involve most of the (mainly European) Embassies, always based on the artistic programme. In this way, the European dimension of the institution is strengthened in terms of communication, both in a corporate (B2B) environment, and towards the general public (B2C).

**ECoCs | A Family affair:** A key role in the strategy of extroversion, which at the same time strengthens the European character of the event, is played by the synergies with the other ECoCs, and

especially with **Timisoara and Veszprem**, with whom we share the same title year. In this context, online meetings are launched, in order to exchange expertise and to design joint campaigns and synergies for 2022, and especially for 2023.

**Aeschylia Festival by KEDE (Public Benefit Enterprise of the Municipality of Elefsina) – A major partner with more than half a century of cultural tradition.** September 2021 marked the beginning of the collaboration with KEDE and the most important Festival of the city, but also one of the most important in Attica, in terms of artistic level, as well as in terms of communication and institutional promotion, with joint communication actions. Thus, communication synergies with the other bodies of the city, such as the cultural organization PAKKPA, as well as the Elefsina Port Authority, are undoubtedly enhanced.

**Media Relations | Communication Sponsorships:** Within the framework of strategic collaborations, the Company also proceeds to the creation of a network of collaborators in major Mass Media, both at the local, the Pan-Hellenic and International levels, securing a series of Communication Sponsors. Negotiations have already begun with the state-owned ERT Group, for the participation of the Group's television channels and radios, in the promotion of the Company and its actions. At the same time, the most significant private subscription channel, COSMOTE TV, is already part of the Company's communication sponsors, ensuring the promotion of its events. Several of the most important cultural, lifestyle, trend-setter websites are added to this list: [in2life.gr](http://in2life.gr), [culturenow.gr](http://culturenow.gr), [monopoli.gr](http://monopoli.gr), [clickatlife.gr](http://clickatlife.gr), [doctv.gr](http://doctv.gr), [deBop.gr](http://deBop.gr), as well as the internet radio station, [joinradio.gr](http://joinradio.gr). The goal is to expand these collaborations in 2021 with additional national and local media as well as with special interest media, such as the architectural magazine DOMa, as well as international media such as TV5 Monde and The Art News, strengthening the event's international face.

Media Monitoring started in July 2020, in collaboration with In news, providing valuable information about the Company's image and targeted corrective actions. In the year 2020, 369 publications were made concerning its work in the electronic press, and 172 publications in the printed press. During the first three months of 2021, there were 628 publications related to its work in the electronic press, and 142 publications in the printed press, making it clear that the new communication strategy, followed by the company for the new artistic vision, but also the transfer of the title to 2023, is already bearing fruit. In total, media value for the 2nd half of 2020 amounts to €434,000 and, for the first quarter of 2021, to €386,000. At the same time, internal monitor-

ing is carried out regarding the company's digital channels, with emphasis on Social Networks.

Finally, since January 2021, the Company has been collaborating with a specialized external partner on matters of Press and Media Relations.

**The channels:** The Company uses the following digital channels for its promotion, as well as for its individual actions, with all of the posts published in Greek and English.

[2023elevsis.eu](http://2023elevsis.eu) | [Facebook](#) | [Instagram](#) | [Youtube](#) | [Newsletter](#)

During the years 2019 and 2020, and in the months of January, February and March of 2021, the official site was visited by 30,000 unique users, with a total of 80,000 pageviews. The two most popular social media platforms are Facebook, with 24,400 followers, and Instagram with 4,104. From 2019 until the end of 2020, Facebook Posts had an impact on 771,368 people, while our Instagram posts on 59,771. From January to March 2021, there was a significant increase in Facebook traffic to 219,726 people, while on Instagram to 23,648. Another effective platform is our YouTube account, with 669 subscribers. In fact, in 2021, the video for the promotion of Open Call gathered 5,448 views, while the press conference, where the new visual identity and the new artistic vision were presented, gathered 2,102 views.

9,791 registered users subscribe to the company's newsletter. The newsletter is bilingual (Greek and English), as it is addressed to both Greek and international audiences, consisting mainly of artists, cultural institutions, public, private and commercial companies, citizens and journalists.

**Company Introducing/recommending:** In terms of Communication and Marketing, one of the most important events that took place in the 2nd half of 2020 and peaked in the 1st quarter of 2021, concerns the promotion of the new identity and therefore the new artistic vision, through the Mysteries of Transition that marked the arrival of the new Artistic Director, combined with the shift of the title year. In this context, the new visual identity of the institution was created, which was applied to all of the Company's communication tools, such as the website, Social Networks, etc. Special applications were created to enhance the dissemination of the new identity through videos, visual arts media, etc., while an online Press Conference was hosted on February 1, 2021, with a great impact on the public and journalists (>2,000 YouTube viewers).

2023 ELEVSIS - New Visual Identity \_ The Transition

2023 ELEVSIS - New Visual Identity

2023 ELEVSIS - New Visual Identity Teaser



MYSTERIES of  
TRANSITION

G EMERGENC  
AWAKENING  
ARRIVALS



**Reaching the outer space:** In combination with the new identity campaign, the promotion of the first International Open Call also took place, for the participation of artists in the Company's programme. The aim of this campaign was to engage the wider community of artists in Greece and abroad, and to increase the Company's reputation among journalists and other cultural institutions, tourism organizations, commercial companies, etc., in Greece and Europe.

As part of the promotion, a promotional video was created that presents the city of Elefsina and possible spaces to be used by the artists. So far, the video has more than 5,000 views on YouTube, while it was also disseminated via mainstream Greek media, as well as through the G.N.T.O.'s [blog](#).

Collectively, the promotion of both the new corporate identity, the new narrative and the first Open Call, constitute the most successful communication campaign of Eleusis 2021, surpassing 200 publications in the Press and on the Internet. An important fact is the campaign's international resonance with publications in the media, as it is considered that it acted in support of our bilateral relations with other ECoCs, thus contributing to the showcasing and promotion of the open call.

#### Results of Facebook Ads & Posts:

- Greek Audience || Resonance: 82,458, while 2,381 people clicked on the link that led to the post about the open call on the official site of Eleusis 2021.
- International Audience || Resonance: 34,696, while 1,452 clicked on the link that led to the post about the open call on the official site of Eleusis 2021.

**Social Media Strategy | #2023ELEVSIS #MysteriesOfTransition:** Social Media play a major role in the Company's communication strategy, since the inception of its operation, which is now intensified via targeted multifaceted strategies. Targeted advertising campaigns on Facebook & Instagram are also planned for every action and activity. All the activities of Eleusis 2021 are promoted via its digital channels through special photographic and cinematic coverage, but also via accurate descriptions, in bilingual format, that attract the public's attention. Posts about actions are accompanied by the hashtags #2023ELEVSIS and #MysteriesOfTransition.

**The City | Best Practice:** In order to strengthen the relationship of Eleusis 2021 with the local community and, at the same time, in order to function as a vehicle for the promotion of the city itself to the general public, a special campaign was designed on Social Networks, starting in January 2021, regarding the use of the hashtag #MeetElefsina. Through photographs and informative descriptions, hidden treasures are presented to the public, as well as important landmarks of modern Elefsina, with an impact, so far, on 16,720 people. Also, the hashtag #MythologyStories was created, which presents the ancient myths that accompany the ancient history of Elefsina and the Eleusinian Mysteries, which has so far resonated with 10,666 people.

**Local Communities | Ouch! :** Even today, unfortunately, part of the local community opposes the actions of Eleusis 2021. In order to reverse the negative image within the city, the aim is to create a series of special campaigns that will boost the morale of the residents, increase their pride and enhance the recognition of the city. Start of programmes: April 2021.

In short, these campaigns concern:

- Spotify Take Over: Bars in Elefsina that have shut down due to the lockdown, create their own playlists on the Company's Official Spotify Account (Social Media Campaign - April 2021).
- Creation of a network of partners of Eleusis 2021

through local businesses and their connection with the Company as supporters. (Application in the wider campaign of the Company and as part of the tourist promotion of the city through advertising and via all the channels of the Company).

- Promotion of the city's local creative professionals, in collaboration with GKD, through the creation of a digital map.
- Promotion of the work and traditions of the local ethno-local associations of Elefsina through collaborations and workshops with artists for the creation of a special tourist guide.

**The Future is Now:** The years 2021 and 2022 are the period of preparation and implementation of all the strategic communication actions of the Company, so that the title year may enjoy maximum visibility, both locally and internationally.

Basic actions planned:

1. **Promotion within the City and for the City:** Signage in the city, both through physical signs and advertising banners, as well as original constructions and digital applications. At the same time, a special signage of the Sacred Way is being planned, which connects Athens with Elefsina, from antiquity until today. All these actions aim to connect the concept of the European Capital of Culture with the city of Elefsina as **A city that celebrates, praises and welcomes**.
2. **Free Press:** Publication of a two-month, multi-faceted, bilingual publication, addressed to many different audiences, focusing mainly on Elefsina itself and its inhabitants, as well as on the international art scene with an emphasis on Europe. The topics it will host will be varied, covering both the news of Eleusis 2021, as well as scientific and special topics such as the environment, culture, education, the city itself and its people, city tours, etc. The editorial team will be staffed by specialized journalists from the fields of culture and free reporting, while writers, artists, teachers, politicians, etc. will also participate. Special emphasis will be given to representatives of the communities of Elefsina, such as the young people of the city, the "collectors." etc. Upon the completion of Eleusis 2021, a special edition will be released with the entirety of all these volumes.
3. **Shop and Merchandize:** Respectively, 2021 is the year that research is done in order to launch all the actions to start operating the physical shop, as well as some pop-up shops, starting in the spring of 2022. In this context, the merchandize strategy is created. The goal is to create the shop's business plan, launching operations in the second half of 2022, with Company merchandize and selected editions. In 2023, it will be enriched with designer products, the results of workshops, commissions, etc.
4. **Publications and Distribution:** An investigation is carried out within 2021, to create the appropriate conditions so that the Company can proceed with its own Publications. The goal is to have the whole network launched by the end of 2021, so that in 2022 it will be able to operate normally, both in terms of publications and distribution, in parallel with the shop. These editions will be linked both to specific Actions (as a result of these or as a supplementary action) but may also relate to special actions, by the Company itself, that are directly related to the city and its components.

In this context, the publications concern:

- original tourist guides of the city of Elefsina,
- fairy tales inspired by the mysteries of the city,
- comics and special albums, etc.

These editions especially, can function as an ideal communication vehicle, while simultaneously functioning as a promotion tool for tourists.

**Advertising Campaigns & Public Relations:** Design of targeted advertising programs, nationwide, concerning both the actions themselves, which are many and different, as well as the promotion of the company itself and therefore the special characteristics of the city of Elefsina. Advertising pertains both to Online & Offline Media.

**Special Campaigns:**

**21 km Campaign:** Recognition of Elefsina as a city in the active fabric of Attica. A city where its proximity to the Capital is only 21 km—a distance that defines it de facto and is an attraction for Athenians and tourists alike.

**“Once Upon a Time in Elefsina” TYPO Campaign:** One city - hundreds of writings and a timeless relationship with culture. Lyrics, texts, phrases, tragedies, a plethora of reports, directly and indirectly, in the city of Elefsina.

**ELEFSINA - ELEUSIS - ELEVSIS:** From today to antiquity  
| A promotional campaign inside and outside the names of the

city as they have been recorded from antiquity until today.

**SPONSORSHIP STRATEGY AND POLICY:** The Company's new sponsorship policy was submitted in 2020 (Annex 4.10) dividing the categories of sponsorships and re-recording the reciprocal benefits that concern three categories: A. Commercial Sponsorships, B. Sponsorships from Institutions and other bodies, and C. Communication Sponsorships, which mostly concern reciprocal actions. The goal was a better distribution of the levels of sponsorship packages, so that a strategy is possible that will focus on multiple, smaller collaborations and not only on large sponsorship programmes. The pandemic and its economic implications, as well as the urgent need to invest in the health sector, make it difficult to find and raise donors. However, in 2021, focusing on the new programme and the new vision of Eleusis 2021, the aim is to lay the foundations for a series of sponsorship agreements, both taking advantage of the network of companies operating in the region and other companies, mainly multinationals, which support culture and education. At the same time, the goal is to connect with institutions, offering Eleusis 2021 benefits in kind. The categorization and the forecasts that have been made per sponsorship package, refer both to association agreements with the institution as a whole, and to individual association agreements with specific actions.





## 6. MILESTONES





## 6. MILESTONES

### Programme

#### Ramp Years 2021-2022

1. International Open Call for participation in the 2022-2023 Artistic Programme, which includes the following steps: drafting the participation criteria, promoting the open invitation at the local, national, European and international levels, providing support, clarifications and advice to the candidates, projects evaluation and selection process (February - June 2021)
2. Development of the projects selected through the open call, which includes the period of negotiations, clarification of production, communication and location issues, and the public procurement process (2021 - 2022)
3. Development of the detailed plan for the contracting and implementation of part of the long-term programs, flagships events and projects, as well as programmes that were already in the process of contracting before the open call that will take place in the title year (2021-2022)
4. Announcement of the title year's programme (October 2022)  
Legacy programmes and long-term programmes are carried out during the years 2022 and 2023. From the legacy programmes, some have already started from 2018 (Culture 2030 Meeting, SINIKISMI – A Festival, RefuGee, VA Initiator), while some will start in 2021 (Ecoculture Festival, Memory as a City, Center for Capacity Building and Applied Innovation Center, Aeschylus Project, Academy of Choreography).

#### Title Year 2023

1. Implementation of flagship events: Opening Ceremony, Flagship Event: The Return of Persephone (Spring 2023), Flagship Event: Booming (Summer 2023), Flagship Event: Reflection (Fall 2023), Closing Ceremony (November 2023)
2. Presentation of the flagship projects (The Raw Museum | The City as an Exhibit, Elefsina Terracotta Army by Juan Sandoval, visual installation by Nikos Navridis)
3. Implementation of annual events, such as: Culture 2030 Meeting, Ecoculture Festival, SYNIKISMI- A Festival, VA Initiator, etc. The specific projects are legacy programmes and have started or will start during the years 2018-2022.
4. Implementation and presentation of the results of long-term programmes, which are based on the active involvement of residents, local associations and organizations (e.g. Memory as a City, RefuGe, Academy of Choreography, etc.)
5. Implementation and presentation of the results of the Capacity Building and Applied Innovation Center.
6. Implementation of the projects selected/designed, or others that will be selected, via the open call, such as exhibitions, performances, concerts, art installations, digital, etc.
7. Preparation of a final action plan for the legacy plan, in collaboration with the Municipality of Elefsina.

#### Evaluation and Monitoring

1. the ex-ante evaluation and the formulation of a baseline scenario for all evaluation indicators, which have now been carried out (2020-2021)
2. the mid-term evaluation, during the year of the title (2023),
3. the ex-post evaluation, after the end of 2023.

#### Capacity to Deliver

1. Renovation and activation of the **Old Town Hall** building (Eleusis 2021, 2021)
2. Lease of a private space in the city center (**Laskos Prop-**

**erty**) for the creation of an **Administration Building** (Eleusis 2021,2021)

3. Activation of the old **Railway Station** as part of the artistic actions (Eleusis 2021, 2021)
4. Activation of the old **Canteen** building (Eleusis 2021,2021)
5. Activation of outdoor space with ruins of old “kaminia” (kilns) (**Machu Picchu** – Kaminia) (MUNICIPALITY, 2021)
6. Creation of **Fab Lab** Workshop (MUNICIPALITY + Eleusis 2021, 2021)
7. Creation of **Ceramics** Workshop (MUNICIPALITY + Eleusis 2021, 2021)
8. Utilization of **new, leased, multi-purpose space** (MUNICIPALITY, 2021)
9. Restoration of the city's **Landmark Clock**, located within the Archaeological Site (MUNICIPALITY, 2021)
10. Renovation and conversion of the entire building installation of the former “Eleusis” cinema (MUNICIPALITY, 2022)
11. Activation of the outdoor space of the former Camping site (**Oasis**) (MUNICIPALITY 2021 + NBG 2022)
12. Activation of an abandoned site for an Olympic swimming pool project (**Olympic Baths**), as a new venue for outdoor cultural activities (MUNICIPALITY, 2022).
13. Study of the City's Traffic Flows (MUNICIPALITY + Eleusis 2021, 2022)
14. Establishment of public bicycle rental stations (MUNICIPALITY, 2022)
15. City Signage Study (MUNICIPALITY + Eleusis 2021, 2022)
16. Renovation of the existing buildings of the former industrial facility **IRIS** and their reopening as multipurpose spaces (MUNICIPALITY, 2023).
17. Renovation and opening of the main building of the **Eleourgiki** complex (MUNICIPALITY + REGIONAL ADMINISTRATION, 2023)
18. Activation and landscaping of the **Administration** building and, as much as possible, the other indoor venues of the **Old Olive Mill** (HMCS + NBG, 2023)
19. Investigation and activation of the old quarry **Dogteeth** as a cultural space (Eleusis 2021, 2023)
20. Activation of former industrial facility (**PYRKAL**) (2023)
21. Construction of a modern **Skate Park** (MUNICIPALITY + Eleusis 2021, 2023)
22. Renovation and activation of the old **Railway Station** building complex (MUNICIPALITY, 2023)
23. Digitization of targeted building infrastructures (Eleusis 2021, 2023)
24. Electronic registration of the city's cultural infrastructure stock in a GIS information system (Eleusis 2021, 2023)
25. Creation of Other small workshops (Eleusis 2021, 2021-2023.)
26. Activation and landscaping of the coastal front for the development of actions (EPA, 2020-2023)
27. Creation of ephemeral spaces in existing sports facilities (indoor gyms, stadiums, multipurpose classrooms, etc.) (MUNICIPALITY - Eleusis 2021, 2020-2023).
28. Utilization of the Municipality's existing indoor infrastructure, with its temporary use (MUNICIPALITY - Eleusis 2021, 2020-2023).
29. Activation of common-use areas (MUNICIPALITY - Eleusis 2021, 2021-2023).
30. Improvement of existing cultural buildings in terms of infrastructure (MUNICIPALITY – EKEDA + Eleusis 2021)
31. Activation of empty spaces of other use, and their transformation into spaces hosting cultural activity (Eleusis 2021)

32. Creation of a sea route "Sacred Sea-Route." (EPA, 2023)
33. Implementation of Unification Study and promotion of archaeological sites and monuments (HMCS, 2023)

## Management

1. Completion of the **Amendment of the Articles of Association** regarding the year of dissolution of the company, i.e. 27/04/2024, with the submission of the new business plan (2021).
2. Completion of the **Feasibility Study**, by June 2021 (2021).
3. Integration of the company into **Register of General Government Entities**, until June 2021, so that there is greater control by the Central Government (2021).
4. **Finalization of funding sources** by Public Bodies (Municipality of Elefsina, regional Administration of Attica, Central Government, 2021).
5. **Balance Sheet and Scoreboard** for the General Meeting of the company (Municipality of Elefsina) until June 2021 (2021).
6. **Coverage of 8 new jobs** on top of the 20 existing jobs within 2021, based on the long-awaited decision by the Ministry of Interior (2021).
7. **Tender procedures** for the coverage of jobs and Consultants by external partners (2021).
8. **Preparation of Action and Budget Plans, Overall Company Planning and Determination of Timetables** for 2022 until October 2021 (2021).
9. **Preparation of Action and Budget Plans, Overall Company Planning and Determination of Timetables** for 2023 until October 2022 (2022).
10. **Latest Monitoring and Evaluation Report** to the European Commission (Fall 2022).
11. **Planning & Contracting** for the entire design/structure of the Company (2022-2023).
12. **Securing sources of funding** from Public Bodies (Municipality of Elefsina, regional Administration of Attica, Central Government), European Programmes, private sponsorships, but also from commercial activity (2022-2023).
13. **Preparation, monitoring, control and evaluation** of the

progress of each project/action and other service/commissions providers relating to the timetable (2021-2023).

## Communication & Marketing

1. Presentation of the new era of the Company: new artistic director, new title year, new vision (January 2021)
2. Organization of special campaigns in the city of Elefsina (2nd half of 2021)
3. Design and operation of the Shop, info points & press center (mid-2022)
4. Design and editing of the Company's new website and smart applications (October 2021 - 2023)
5. Creation and expansion of strategic partnerships at the level of local authorities, cultural organizations and tourism agencies (2021 - 2023)
6. Commissioning, planning and supervision of communication and advertising campaigns at the local, national and international levels (2021-2023).
7. Attracting new sponsors and supporters (2021-2023).

## Contingency plan

Eleusis 2021 has made an effort to plan for a case of Emergency: The following needs have been identified:

1. Carrying out Rapid Tests on all participants (artists, collaborators) on a weekly basis, with simultaneous recording of all close contacts, to facilitate the tracking of COVID cases.
2. Recording of alternative scenarios for the realization of the planned activities, such as the possibility of recording and promoting, via live streaming or on demand, of all activities that cannot be attended by the public, virtual meetings for workshops, seminars and any other activity that would include the presence of the public. Digital (virtual) meetings will take place through the already known digital platforms that provide the relevant capabilities.
3. Whatever other possibilities are provided to us by the artistic programme, but also following the current guidelines and the recommendations of the committee of experts, as specialized in State-issued measure, Eleusis 2021 complies and proceeds to the observance of every measure.

2023 ELEVSIS  
EUROPEAN  
CAPITAL  
of CULTURE









ANNEX I ELEFSINA CULTURAL STRATEGY 2016-2015 AND ELEUSIS 2021 IMPACT		
1. Strategic Goal: The utilization and enhancement of cultural activities		
	Eleusis 2021 indicative examples of Influence (2017-2020)	Eleusis 2021 indicative examples of Influence (2021-2023) *will be enhanced after the open call*
General Objective: Leverage & Promotion of cultural heritage		
1.1 Specific objective		
Development, promotion and showcasing of places of cultural interest	<p><b>Clock-Tower Voices</b> (2020), "Persephone" by Yiannis Ritsos relives through an original sound performance featuring Greek actress Kariofillia Karampeti, coloring the Clock, the monumental landmark of Eleusis that looms above the hill of the Archaeological Site. The performance took place virtually, via live-streaming, taking under consideration the special conditions of the pandemic. It gathered more than 20,000 views on the ECoC's Facebook and YouTube.</p> <p><b>ORIGAMI</b> (2019) – International Contemporary Dance Festival ARC FOR DANCE – in landmarks inextricably linked to the recent history of Elefsina, creating a special contemporary dance experience in the public space of the city. The stage for the performance was the special urban landscape of Elefsina and a 12-meter container that changes shapes, folds, detaches in three sections, hovers and transforms, for 40 minutes, into a mobile dance stage.</p> <p><b>Ephemeral Participatory Monument</b> (2019) - Olivier Grossetête - a cardboard reconstruction of the neo-Gothic tower of the "Kronos" industrial complex, which is endangered, an industrial monument located on the seafront and turned into a landmark project of the city, through participatory workshops with local associations, schools, sports clubs and the residents of Elefsina.</p> <p><b>Nights of Slowness</b> (2018) - in collaboration with the French Institute of Greece - lectures on extended time, film screening, concert, dance performance in an unusual place, the hill of Agios Nikolaos, between the archeological past and the industrial present, overlooking the port of Elefsina, a place which usually opens once a year.</p>	<p>Aiming to highlight and present emblematic places of cultural heritage such as the Archaeological site, through screenings, visual and performing arts works. One of the main programmes in this direction is <b>NARRATIVE ARCHEOLOGY</b>, an interdisciplinary and artistic work, based on innovative tools for a unique archaeological experience, exclusively for the visitors of the archeological site. <b>Clock -Tower Voices</b> which will continue in the coming years, coloring the Clock, the monumental landmark of Eleusis that looms above the hill of the Archaeological Site, through a series of in situ performances and interpretations of the most important texts of the Greek Literature by distinguished artists.</p> <p><b>Living Museum</b> - Vana Xenou- includes new routes that activate public space and connect highlight points, different urban conditions, within the city. Routes in the city of Elefsina that connect landmarks or places of historical, archaeological or environmental value, during which the visitor will encounter sculptural utility structures or lighting designed with morphological triggers, selected from the history of Elefsina.</p> <p>Aiming to highlight and present emblematic points of cultural heritage such as industrial buildings of the city, through photography, cinema, music. One of the programmes in this direction is <b>STALKER</b> - Walks – Visits, with the experience of important places/factories, under collapse or impending change of use, as well as in other hidden locations of the city, or in places of environmental interest.</p> <p><b>NUITS de LENTEUR - a propos du Temps</b> - in collaboration with the French Institute of Greece - Comfortable gathering of the public in the courtyard of Agios Nikolaos, twice a year with a full moon (harvest moon, the full moon of the sowing). It is accompanied each time by a lecture, on the theme of Time, by distinguished speakers and is accompanied by appropriate music. The goal is for the Nights of Slowness to become a permanent celebration of the city of Elefsina, in this city landmark.</p>
1.2 Specific objective		
Strengthening cultural governance and creating a cultural body	<p><b>9 long-term strategic partnerships with national bodies</b> (Ministry of Culture, Municipality of Elefsina, Panteion University), European networks and organizations that promote the strengthening of cultural space and participatory cultural governance (IETM, Culture Action Europe, Festival Academy, Culture Next, United Cities &amp; Local Governments).</p> <p><b>Pilot Cities</b> (2018-2020) - UCLG &amp; CAE - provides guidance to Elefsina in formulating the long-term cultural strategy of the city through the participation of the inhabitants of the city themselves. The self-assessment (2019) was carried out, which corresponds to the mapping of the position that Elefsina assumes at the given time in the field of cultural production, in which 50 inhabitants participated, followed by the design of an intensive action plan for which a group of 15 inhabitants worked intensively (2019-2020) and participated in international meetings (Bto 2019, Culture Meeting 2030) and exchange meetings with other pilot cities.</p> <p><b>Culture 2030 Meeting</b> (2018-2019) is an international Meeting of artists, curators and cultural professionals, on the one hand, and institutional cultural organizers, local and regional executives, on the other, as well as theorists and scientists. The aim of this meeting and the discussions that take place, centered around working groups and keynote speeches, is an in-depth conversation on sustainable cultural governance and the development of the cities and regions of the country, with a view to the next decade, as well as on the good practices at the level of cultural decentralization, reflected as a modern trend in European societies.</p> <p><b>Un élu, un artiste-artisan</b> (2018) - a collaboration with the French Institute of Greece - The artists wandered around the city for five days, meeting with the local cultural bodies, while, one of those days, he got a tour by the elected official of his favorite places. The "experiment" culminated in To "νείπαμα" an open public event where - through notes, discussions and the confrontation of assumptions or fantasies - the duo (Mayor-Artist) deciphered with their own sensitivity the new facts of life in the city, the difficulties, the uses - and the wear and tear - that plague the daily life and the future of the city.</p>	<p>Continuation and expansion of long-term strategic partnerships with <b>national bodies</b> (Ministry of Culture, Municipality of Elefsina, Panteion University, Elefsina Port Authority), <b>European networks and organizations</b> that promote the strengthening of cultural space and participatory cultural governance (IETM Academy, Culture Europe Next, United Cities &amp; Local Governments).</p> <p><b>Pilot Cities</b> (2021-2022) - UCLG &amp; CAE- UCLG &amp; CAE- provides guidance to Elefsina in formulating the long-term cultural strategy of the city through the participation of the city's inhabitants. This will be followed by the implementation of the action plan that has been designed, which aims to expand and strengthen the cultural development of the city and finally, the monitoring and promotion of the overall project through the network of pilot cities.</p> <p><b>Culture 2030 Meeting</b> is a legacy programme that will continue in the coming years. It started in 2018, creating a natural space for meeting and exchange between actors in the field culture, both in Greece and in Europe, with emphasis on regional cultural development. The goal is for the programme to expand, both as a networking space and as an platform from which new trends emerge and change begins. In 2023, in addition to the Culture 2030 Meeting, discussions are taking place to host the annual CAE Annual Meeting in Elefsina, Beyond the Obvious, which allows and facilitates collaboration between actors from different sectors of society, seeking answers to common challenges by focusing on culture, public debate and decision-making.</p> <p><b>Legacy</b> is a key issue for Eleusis 2021, proposing the formation of a coordinating body for the three ECoCs 2023, which will create a dialogue the legal framework issues of Legacy, collectively for all three, always taking into account the specifics and aspirations of each ECoC separately. The immediate aim of the coordinating body will be to maintain and strengthen the dialogue between the three institutions (ECoCs), exploring the horizon of the Legacy.</p>
1.3 Specific objective		

<p><b>Strengthening the promotion of tangible and intangible cultural heritage</b></p>	<p><b>HerMa Conference - HERITAGE</b> - The aim of the HerMa conference is to strengthen the field of cultural heritage management, knowledge dissemination and networking of cultural organizations, professionals and researchers active in the field of Cultural Heritage. Since 2019, it has evolved into <b>HerMA Hub: Fostering Communities</b></p> <p><b>Ανοθέματα: Inventory (2018)</b> - artwork by Tzeni Argyriou and Vassilis Gerodimos - a site-specific multimedia installation and a procession - a symbolic reference to the marches/strikes of the labor movement, with the participation of the citizens of Elefsina. The aim was to honor the labor history of Elefsina and the labor movement, by activating the collective memory of citizens in the context of the European Year of Cultural Heritage, recognizing the History of Labor as a fundamental part of the Cultural Heritage of Elefsina.</p>	<p><b>HerMA Hub: Fostering Communities</b> - HERITAGE - It aims to create a hub of synergies for culture and local communities, inviting academics, researchers, cultural organizations and artistic groups aiming at activating communities in Greece and abroad. In addition, it focuses on the empowerment and the effort to ensure greater involvement by cultural associations of the wider area, in the promotion of their special cultural heritage.</p> <p><b>Sacred Sea-Route</b>, reactivating it by connecting Piraeus (the largest port in Greece) with Elefsina via boat for the first time since 413 BC, thus adding a new perspective and value to the city and its economy.</p> <p><b>Flagship Events</b> - large-scale art installations, site-specific performances, musical events that take place in cultural heritage sites of the city.</p> <p>The ECoC's <b>Communication Strategy</b> is focused on the city and its specific characteristics, introducing it both to an external audience and within the city itself and its inhabitants, under a different perspective. At the same time, its main goal is to promote Elefsina as a tourist destination of special interest. In order to strengthen the relationship of the ECoC with the local community, but also to highlight the wealth of the city to the general public, the hashtag #MeetElefsina was created, where, through photographs and informative descriptions, the public is presented with hidden treasures, but also important landmarks of modern Elefsina. Also, the hashtag #MythologyStories was created, which presents the ancient myths that accompany the long ancient history of Elefsina and the Elefsinian Mysteries.</p>
<p><b>2. Strategic Goal: Strengthening cultural infrastructure and the capacity of the cultural sector</b></p>		
	<p><b>Eleusis 2021 indicative examples of influence (2017-2020)</b></p>	<p><b>Eleusis 2021 indicative examples of influence (2021-2023) *will be enhanced after the open call*</b></p>
<p><b>2.1. General Objective: Promotion of Elefsina as an international cultural center</b></p>		
<p><b>2.1.1 Specific objective</b></p>		
<p><b>Highlighting the city's cultural activities as international cultural events</b></p>	<p>Introduction of new international institutions such as the <b>Synikismos Festival</b> that has been introduced by the ECoC since 2018, placing the area of Synikismos on the European map, as a point of international artistic meeting for the wider region of Southeastern Europe and the Mediterranean, and establishing it as a place of meeting, reflection and exchange, centered around important social and political issues of our time. Furthermore, the <b>Culture 2030 Meeting</b>, which engages, as speakers, renowned artists and cultural professionals from abroad, presenting good practices in terms of cultural decentralization, as a trend emerging in Europe in recent decades.</p>	<p>Continuation of new institutions and their expansion, such as <b>SYNIKISMI - A Festival</b> that each year travels to different neighborhoods of the city with the active participation of residents and local grassroots associations. The goal of the title year is to unite all the "Neighbourhoods" in one celebration, through hosting international and national artists and artistic groups.</p> <p><b>Internationalisation of existing cultural activities</b> - International Collaborations as part of Aeschylia Festival in fields such as visual arts, dance, theater, as well as promoting more international cooperations of already existing structures such as the Attiko School of Ancient Drama, HerMA Hub.</p> <p><b>Elefsina Terracotta Army</b> - Hosting the international artist Juan Esteban Sandoval, that structures his artistic work in collaboration with residents who have worked in the factories of the area, according to participatory practices that he has followed in his previous works. He has collaborated with members of indigenous communities in the Amazon and the Andes, as part of his research on the concept of manual labor and the role of the manual worker in the process of transforming social context, he works in Colombia and Europe, with the aim of promoting connection and exchange between geographically and culturally distant places.</p> <p>Utilization of modern technology for the implementation of innovative actions, involving more than 1 country at the same time, such as the <b>Magnetic Dance</b>, a telematic dance performance presented simultaneously in Greece and Japan.</p>
<p><b>2.1.2 Specific Objective</b></p>		
	<p>Promoting the city as a regional center of cultural education and creativity, through models of innovative actions, offering platforms and networks with other cities of similar dynamics, nationally and internationally, and with participants in European networks such as IETM, ECoC Family, Festival Academy, Culture Next Network, Pilot Cities Network, Aerowaves, and EU Japan Fest.</p>	<p>Continuation and expansion of participation in European networks such as IETM, ECoC Family, Festival Academy, Culture Next Network, Pilot Cities Network, Aerowaves, and EU Japan Fest.</p> <p><b>Spring Forward</b> - the annual platform/festival of the Aerowaves network, for the promotion and presentation of contemporary dance works, performed in Europe by young and emerging choreographers. A total of about 100 artists are participating in Spring Forward, with 25 contemporary dance performances.</p>

<p><b>Networking with international cultural institutions</b></p>	<p>Ongoing cooperation with the <b>network of European Capitals of Culture</b> and participation in the annual networking meetings between the old, current and future European Capitals of Culture. <b>ECoC Family Thursdays (2020)</b> - Online meetings were organized, attended by 45 representatives from 18 ECoCs, which focused on topics related to the challenges experienced by all ECoCs due to the pandemic crisis. During the annual <b>Culture 2030 Meeting</b>, Eleusis 2021 hosts representatives of other ECoCs, but also Greek and European ECoC candidates, with the aim of creating dialogue, cooperation and the exchange of good practices on issues of regional cultural development and cultural cooperation. We strengthened our cooperation with other ECoCs, participating in the ECoC Neighbors Day in Leeuwarden (2019), in 100 First Timers in Kaunas (2019) and in the opening ceremony of Matera 2019, with the Philharmonic Orchestra of the Municipality of Elefsina. Eleusis 2021 is one of the founding members of the <b>Culture Next Network</b>, which includes European cities involved or interested in the ECoC title process. The aim of the Network is to exchange knowledge, experiences and good practices, to support cities that are or want to be involved in the ECoC process, and to promote collaborations between the members of the Network.</p> <p><b>Tandem Cultural Capitals</b> (2019) - ECF, MitOst &amp; other ECoCs - participation in the programme with 8 other ECoCs that aim to create a tradition in the experimental cultural collaborations of citizens and organizations from one end of Europe to the other, with an emphasis on creative solutions that promote social innovation, maintaining the principle of European creative cultural diversity and offering a new programme of cooperation in an environment rich in stimuli, programmes, actions and synergies that the ECoC family can offer.</p>	<p>Ongoing cooperation with the network of European Capitals of Culture. Targeted meetings with ECoC sister cities, <b>Timisoara 2023 and Veszprem 2023</b>, on the possible co-production of works, the promotion of local artists, professionals, collectives, the exchange of common themes in the artistic planning of ECoCs, the exchange and joint planning of training programmes and residencies, as well as the exploration of the horizon of the legacy as a common reflection, seeking the institutional framework and the procedures, always taking into account the particularities and the aspirations of each ECoC. Furthermore, the <b>unofficial ECoC Volunteer Coordinators Network</b> was created, a space for the exchange of information and experiences, an informal network of coordinators of voluntary ECoC programmes, aimed at exchanging methodological tools and good practices of volunteering in the field of culture. Active participation in the <b>Culture Next Network</b> with participation in the Board of Directors of the network and planning in collaboration with the Cluj Cultural Center and the other members of more active and targeted actions of cultural governance and networking. Particular focus on the <b>international open call</b> for proposals resulting from organizations active in previous, current and upcoming ECoCs, but also cooperation with the ECoC Family to promote the open call.</p> <p><b>Tandem Cultural Capitals</b> - ECF, MitOst &amp; other ECoCs - Discussions on the implementation of the programme, and the expansion of the ECoC network participating in the programme for the coming years.</p>
<b>2.1.3 Specific Objective</b>		
<p><b>Upgrading the city of Elefsina in the consciousness of visitors</b></p>	<p><b>The Eleusinians</b> (2018-2023) - audiovisual work by Filippos Koutsafitis - The main theme of the project will revolve around the course of the city of Elefsina, in the years between the creation of "Mourning Rock" and today. The Installation consists of an intervention/exhibition of part of the material that will emerge from the archival material of "Mourning Rock" and from the material of the modern shootings for the creation of the Project through projections and interactive content in places within the city of Elefsina.</p>	<p>The whole artistic programme provides different motives to artists to be inspired by Elefsina, thus presenting invisible or misunderstood aspects of the city. They leave behind a legacy of real acquaintance with the city, which can undoubtedly contribute to the overcoming of the stereotypes that accompany it, and to the establishment of a new image for it. All networking, route and mapping activities operate in the same direction, as they help everyone to get to know the city better. Examples of such works are documentaries and films (<b>The Eleusinians</b>, <b>Cine ELEUSIS</b>), the section <b>Memory as a City</b>, the programmes <b>SYNIKISMI - A Festival</b>, <b>RefuGe</b> and <b>STALKER</b>, and the Flagship Project <b>The city as a Raw Museum</b>.</p>
<b>2.2 General Objective: Strengthening cultural structures &amp; Capacity Building of the city's creative sector</b>		
<b>2.2.1 Specific Objective</b>		
<b>Eleusis 2021 Indicative examples of influence (2017-2020)</b>		
<p><b>Strengthening and expanding cultural structures</b></p>	<p>Under the framework of Aeschylia Festival, building on the city's long tradition in visual arts installations, the ECoC organized, in 2016, the site-specific visual arts installation by Danae Stratou "Upon the Earth Under the Clouds," while implemented projects such as "LOUISETTE: The Backstage of a Revolution" by Elli Papakonstantinou, which used texts that emerged during improvisations with the children with special needs from the Special Vocational High School of Elefsina.</p> <p>Strengthening existing institutions, such as: <b>Attiko School of Ancient Greek Drama</b> (2017-2020) - Baumstrasse - a summer school aimed at people over 18, professionals and non-professionals, with an interest in Ancient Drama and its modern interpretation. The programme takes place in the city of Elefsina. In 2020, due to the pandemic, the School was transferred online. <b>HerMA Conference</b> - continuation of the institution as discussed above.</p>	<p>Under the framework of Aeschylia Festival, with the aim of strengthening and internationalizing the festival but also continuing the city's long tradition in visual arts installations, ECoC will organize the presentation of in situ works for the years 2021-2023. In addition, the latest production (2020) of the internationally renowned choreographer Josef Nadj will be hosted. Continuing and strengthening existing institutions such as: <b>Attiko School of Ancient Greek Drama</b> and <b>HerMA Hub</b> - continuation of the institution as discussed above.</p> <p><b>Ecoculture Festival</b> - legacy programme, a festival on the environment, ecology and sustainability, which touches all aspects of modern culture, with the main forms of expression being architectural design, contemporary art and interdisciplinary dialogue. It starts in 2021 while, in its full development in 2023, it will include a 10-day campus/workshop for architecture students, during which small-scale public constructions, new works of art focusing on the relationship between environment and art, discussions, cultural paths and educational programmes will be designed.</p> <p><b>Capacity Building and Applied Innovation Center</b> - Creation of a cultural mega-infrastructure, focusing on training, with sub-programmes that will address a) professionals in the cultural and creative professions, b) city dwellers and, more widely, amateurs and c) young people and children. The Center will include a fully equipped digital construction workshop, a cinema workshop, and a sculpture workshop.</p> <p><b>The Window</b> - open call to new curators for the proposal of curation and production of works presented in micro-exhibitions, thus activating the space of the ECoC headquarters.</p>
<b>2.2.2 Specific Objective</b>		



<p><b>Strengthening the cultural profile of the city</b></p>	<p>Design and implementation of three basic legacy programmes, the <b>Synikismos Festival, Culture 2030 Meeting</b>, and the creation of an artist residency program, <b>V.A. Initiator</b>, establishing Elefsina as a meeting point for professionals in the field of culture and for the acquisition of know-how in specialized issues related to their professional practice, but also as a center for contemporary art with an emphasis on visual installations, site-specific and relational works, documentary projects and, generally, encouraging artists to experiment and create, using the city as material, both in terms of its environment and its society.</p> <p><b>Youth &amp; Teen labs</b> - The city's teenagers and youth co-design part of the ECoC's programme. The programme of weekly workshops is shaped through the acquaintance with the artistic programme, through visits to cultural spaces, the cultivation of skills and the supervision of individual projects that strengthen the identity and bear the signature of the workshop's participants.</p> <p>The celebration of 3 years of <b>European Music Day</b> (2017-2019) - highlighted young artists from the area of the Thriasian Plain, the promotion of the work of regional cultural institutions, as well as the enhancement of life in public space through the spread of actions in the whole city and the activation of new spots (parks, squares, neighborhoods, seafront). See below, Objective 4.1.</p>	<p>Design and implementation of three basic legacy programmes, the <b>SYNIKISMI - A Festival, Culture 2030 Meeting</b>, and the creation of an artist residency programme, <b>V.A. Initiator</b>, establishing Elefsina as a meeting point for professionals in the field of culture and for the acquisition of know-how in specialized issues related to their professional practice, but also as a center for contemporary art with an emphasis on visual installations, site-specific and relational works, documentary projects and, generally, encouraging artists to experiment and create, using the city as material, both in terms of its environment and its society.</p> <p><b>Voices of the City</b> - a series of public actions-interventions in the city by the participants of the workshops targeted on young people, hosted by the ECoC, in order to highlight issues that concern them. The aim is to create a common space for reflection and assertion, a space for discussion, exchange of views and ideas by and for the young people of Elefsina. Indicatively, the first topic of the first public action was the emergence of the need to create a park for children and adults, who enjoy doing rollerskating, skating, finger skating, BMX.</p> <p><b>Music Mysteries</b> - include a series of music events aimed at expanding the music profile of the city, strengthening local bands of all musical genres, and professionals, while also enhancing life in public space through the spread of activities throughout the city and the activation of new spots (parks, squares, neighborhoods). Especially for small-scale works, a promotion and dissemination platform is created, entitled "Elefsina System," which functions as an expression platform for independent artists, while also activating indoor and outdoor spaces in the city. An important element of this programme is represented by activities in collaboration with local musicians and professionals from the music industry. It includes mini-concerts, live or pre-recorded, and the production of original music, exclusively by local artists (<b>Music and the City</b>).</p> <p><b>Teen Labs</b> - The city's teenagers become the core of a theatrical group where improvisation and the learning of multiple performative techniques will be used as tools for the creative expression and communication of the participants. This creates a safe space for the exchange of experiences, images and reflections, forming a common code of communication, but also an intercultural consciousness, since the group will include adolescent refugees. Practicing creative writing, quick decision making, taking responsibility, personal expression in storytelling, presenting and developing their material, the children will become familiar with the basic principles of Devised Theatre, as a method of creating performances, so that they learn and are able to use the given exercises and tools in this direction. The aim is to try to express the complex and exploratory relationship of the young people of Elefsina, with the city and its universe.</p> <p>Collaboration with local associations and clubs of the area, in order to create new local institutions: <b>Documentary Festival</b> - Elefsina's Cinema Club - a film festival with films that are inspired by or have been produced in Elefsina/by Elefsinians, of all genres and approaches, or by Industry or archeology/archaeological sites. <b>Elefsina STILL</b> - Elefsina Photography Club - an original photographic project, whose central theme is Elefsina's relationship with the environment and, specifically, the photographic capture of aspects of the Environment and Ecology in Elefsina.</p>
<p><b>2.2.3 Specific Objective</b></p>		
<p><b>Showcasing &amp; promoting new artists</b></p>	<p><b>V.A. Initiator</b> (2018) - Museum of Contemporary Art of Vojvodina (Novi Sad) - an International Artist Residency Programme that focuses on the art of installation - aims to introduce young artists to the art of in situ installations under the supervision of a curator, and give them the opportunity to experiment with small and medium-scale works. The artworks created during the residency of Greek and foreign artists are a result of the relationships they develop with the inhabitants and the city. Six young artists participated and created 6 installations in the public space.</p>	<p><b>V.A. Initiator</b> - The goal is to continue and expand the artist residency programme. In 2021, the design of the programme is undertaken by institutions that are active in Greece in the field of visual arts residencies, in order to form a curatorial team that will undertake the creative initiation of six young artists in Elefsina, and the presentation of their new works. In 2022, Joanna Warsza is scheduled to take over the curation of the programme.</p> <p><b>P.A. Initiator</b> - The aim is to expand the artist residency programme in the field of performing arts, with works to be presented during the title year.</p> <p><b>Alienation</b> - Elefsinian photographer Vangelis Gkinis - creates a project on the diseases and health conditions caused by modern professions, presenting a portrait of modern labor, characterized by wear and tear, after research conducted in Elefsina and other parts of Greece.</p>
<p><b>3. Strategic Goal: The development of a sustainable urban economy</b></p>		
	<p>Eleusis 2021 Indicative examples of Influence (2017-2020)</p>	<p>Eleusis 2021 Indicative examples of Influence (2021-2023) *will be enhanced after the open call*</p>
<p><b>General Objective: Creating a sustainable local economy &amp; employment</b></p>		
<p><b>3.1 Specific Objective</b></p>		

<p>Developing the creative economy</p>	<p>With the goal of strengthening the creative potential of the city, the identification and mapping -to the fullest extent possible- of the current situation of creative professionals in Elefsina and the wider region began in 2018, carried out in two simultaneous and parallel directions, i.e., on the one hand, a mapping of the typically recorded potential and, on the other, the acquaintance/tracking (from within) of the creative city that is waiting for the right opportunity to stand out.</p>	<p><b>Fabrication Lab</b> - the applied innovation strand of the Capacity Building and Innovation Center is based in the Digital Fabrication Laboratory (Fab Lab) which focuses on the applied training in contemporary manufacturing technologies and art production, with an emphasis on digital technologies. It will include a fully equipped digital construction workshop, with state-of-the-art equipment for constructions ranging from 3D reproduction and standard constructions &amp; everyday objects, to interactive objects and digitally made garments and patterns, ceramics workshop with analog tools and 3D ceramic printer, digital video editing lab. Around this infrastructure, an action plan will be structured that will include: 1. Training / capacity building programmes for different ages and directions of knowledge, and for vulnerable groups, while focus groups and workshops will be developed with special professional groups in the area to identify their possible special needs and plan appropriate actions accordingly. 2. Public events and networking actions with other laboratories of this type from Greece and abroad, 4. Artistic actions with emphasis on the art-technology relationship. We are also planning to launch a mobile fab-flab in order to approach groups in Elefsina and the surrounding areas.</p> <p><b>Downtown Creatives</b> - strengthening and developing the creative ecosystem of the city, through a) the promotion of the city's creative professionals (video interviews, open days, presentations, and events with the participation and cooperation of more professionals each time - eg ceramic artist &amp; fashion designer), b) implementing a series of seminars and skills-development/capacity building programmes specially designed for creative businesses, such as management and marketing, copyright, fees, networking and sales promotion, as well as practical skills related to photography, cinema, website and eshop management, etc. (in the context of CBAIC) , c) the production of original high quality objects which will be available in ECoCs shop and d) launching an online platform for creative professionals to "host" and present their work, functioning as a digital hub, adapted to the emerging reality. The plan is completed by actions concerning music professionals, which are part of <b>Music Mysteries</b>.</p> <p><b>Print your city</b> - A Plastic recycling workshop, open to all citizens, through which plastic separation and processing machines will be produced, as well as plastic furniture which may be placed in selected locations in the city. The action will be addressed mainly to children and school groups, while original objects made of recycled plastic will be produced through the action, which will enhance the aesthetic experience of citizens.</p>
<p>3.2 Specific Objective</p>		
<p>Encouraging and improving communication between residents &amp; business owners</p>	<p><b>Getting to know the city</b>, combining city walks, meetings, presentations and narratives that utilize and promote the cultural heritage of the city, as well as the unique stories and activities of the area's residents, local clubs, collectives and creative professionals.</p>	<p>The <b>Capacity Building and Applied Innovation Center</b> will accommodate broader training for the hospitality industry, including hotels, restaurants, cafés, bakeries, transportation and municipality, in order to be prepared to welcome visitors, and provide them the opportunity to introduce innovative services - if they so wish.</p> <p><b>Micro-engagement projects</b> - participatory actions in collaboration with residents and shops, such as photography or handcraft exhibitions in shop windows.</p> <p><b>Design Dialogues</b> - a set of actions in the form of presentation/activation of the city's creative professionals, the purpose of which is to open a channel of communication among professionals with each other, between professionals and the city and, of course, if possible, between the public and professionals, outside the narrow limits imposed by their activity within one city in the region.</p>
<p>3.3 Specific Objective</p>		
	<p>More than 800 participants such as professional artists, students, amateurs, cultural operators, representatives of cultural organizations, students, young people, residents, scientists-researchers participated in ECoC programmes (2017-2020). The importance of a dynamic and sustainable cultural sector as a catalyst for political and social resilience. During 2017, the following networking meetings were organized, such as <b>Atelier Mobile</b>, <b>Creative Lenses</b>, <b>NA Fund Academy</b>, while training programmes were held for the ECoC team, such as <b>IN SITU Expertise</b> (2018), on the organization and production of large-scale events in the public space &amp; <b>Mentors Residency</b> (2018)</p> <p><b>The (H') Workshop of Synikismos</b> (2018) - Athens School of Fine Arts (ASFA) - residency programme - ASFA students explore the concept of the map in relation to space, time, national ideologies, sociopolitical intentions, religious beliefs, etc. They were inspired by the city and the complexity of the urban, social and political strands, creating their own, personal maps, presenting them in an exhibition in the area of Synikismos.</p>	<p>In the next period, training programmes will be implemented at three different levels (<b>CBAIC</b>):</p> <ol style="list-style-type: none"> <li>1) a targeted 3-4 month capacity development programme for the organizations that have been selected or will be selected by the open call to implement projects during the years 2022-2023.</li> <li>2) an expanded training programme for locals. This programme will also be addressed to the city's cultural professionals but also to local government officials and members of the Municipality, members of Folklore and Local Associations, groups of activists, local unions and collectives and local amateur artists. The aim is to strengthen the local cultural production that, to date, has created a rich cultural activity based on amateur initiatives, the love and needs of the citizens themselves, through workshops, seminars, lectures, residencies and networking activities with other cultural institutions at the national and international levels and at the European level.</li> <li>3) A six-month cycle of seminars and workshops aimed at young people of Elefsina, aged 16 to 29, with the aim of developing their skills in areas related to cultural production.</li> <li>4) Training seminars for creative professionals on topics related to business development, marketing and digital media, copyright and remuneration issues, but also applied seminars on ceramics, digital design, and digital construction, Cinema, photography and Traditional Arts &amp; Crafts.</li> </ol>

Development of professional skills and talents	<b>IETM Campus</b> (2019) - IETM - an intensive training programme in international co-productions, which gave the opportunity to 27 participants from 11 different countries from Europe, Canada and Australia, emerging performing arts professionals, to broaden their horizons and internationalize their careers under the guidance and supervision of renowned mentors.	<b>U(R)TOPIAS</b> - Aerites Dance Group - establishment of a choreography academy - the first ever in Greece - with an international orientation, maintaining and involving the existing strong local trend and interest in dancing among young citizens (about 600 children are engaged in dance in the city!) - an activity that makes Elefsina a targeted attraction.
	<b>Atelier for Greek Festival Managers &amp; Festival Readings</b> (2019) - The Festival Academy - 25 Greek young and up-and-coming festival curators from 9 cities in Greece - a programme that aimed at both professional empowerment and networking and cooperation between them. They focus on the importance of the mission and the vision of a festival, in the formation of a strong and distinct identity and in the clear planning of its implementation.	<b>Atelier for Art &amp; Production Managers</b> (2021) - The Festival Academy - a training programme for 26 participants focusing on the Balkans and the Mena Region, on festival curation, production and organization, which aims to enhance dialogue, networking between festival organizers and artists and festival planning, the understanding of the artists' vision and the development of new initiatives, new models and working methods. In 2023, the international edition Atelier for Young Festival Managers will be hosted.
	<b>Amorfoús summer camp</b> (2017), workshops that combine innovative methodologies and educational methods of social sciences, economics, education and design. Animation, storytelling and comics are intertwined with visual arts, arduino, visual interventions and more, trying to address a complex issue such as that of mass migration flows in Europe.	<b>Titanomachy, Stones and Bones</b> - Maria Papadimitriou's work will be based on the mapping, the recording, the collection and the assembly of fragments and other material items from the wider area of Elefsina and will result in a complex installation consisting of cross-sections in the ground as a modern archaeological excavation, produced in a participatory sculpture workshop with residents. The open-air workshop will act as a nucleus for activating the citizens who make a decisive contribution to its realization, while the city becomes a stage for the entire exhibition. At the same time, the artist examines the archeologies of the area, from above, from an observatory of the Clash of the Titans (the inhabitants) that she installs on a hill in the city.
		<b>Tech Crafters</b> - The main objectives of the training workshop will be the basic learning of digital design and construction technologies for all ages, the modernization of the production methods of traditional craftsmen or artists, the emergence of new professional outlets through the creation of innovative ideas.
		<b>Volunteer Training</b> - In the context of their basic-special training, volunteers will have the opportunity for "selective" training with their free participation in the training programmes offered by ELEUSIS 2021.
4. Strategic Goal: The integration of culture in the citizens' everyday life, in the role of the local communities and in the operations of the Municipality of Elefsina		
	Eleusis 2021 Indicative examples of influence (2017-2020)	Eleusis 2021 indicative examples of influence (2021-2023) *will be enhanced after the open call*
General Objective: Integration of culture in the everyday life of citizens		
4.1 Specific Objective		
Development of cultural	<b>Synikismos Festival</b> is one of the most important new institutions introduced by the ECoC. It positions Synikismos as an international artistic meeting point for the wider region of Southeastern Europe and the Mediterranean, placing it on the European map, and establishes it as a place of meeting, reflection and exchange around important current social and political phenomena. During the Festival, the entire area of Synikismos is activated; the neighborhood's primary school, the small refugee houses and the dead-end alleys that silently testify to the memories of the great uprooting.	Renamed to <b>SYNIKISMI - A Festival</b> - A Festival that each year travels to different neighborhoods of the city with the active participation of residents and local grassroots associations. The goal of the title year is to unite all the "Synikismi" (neighbourhoods) in one celebration. As a complex event, it may include theater, music, dance, performances, in situ installations, city interventions, workshops, seminars, etc.
	<b>Traces of Light</b> (2019-2021) - beforelight - a participatory workshop, aiming to collectively create an in situ artistic lighting installation in the public space of the Synikismos neighborhood in Upper Elefsina. The lighting installation will be the result of a participatory process-workshop, through which young people in the city will co-create and implement the final unique artwork.  <b>European Music Day</b> (2017-2019) - A 3-day musical journey, with the goal of showcasing and promoting young artists from the area of the Thriasian Plain, highlighting the work of regional cultural institutions, as well as enhancing life in public space through the spread of actions in the whole city and the activation of new spots (parks, squares, neighborhoods, seafront). This institution encourages the free and open participation of the citizens but also of the visitors of the city, either indirectly -as spectators- or directly -as participants- and strengthens the European dimension of the cultural life of the city. <b>Kafenio I Vouli</b> - open and accessible to all, it hosts a series of discussions, aiming at the two-way familiarization of artists with the city and its people and of residents with the persons, themes and practices of contemporary art through simple encounters between people with different starting points but common interests.	<b>Light Sculptures</b> - a series of lighting installations in the public space of the entire city, as gestures of highlighting special spots, both through participatory design actions and through autonomous works of art.  <b>Music</b> - Through small-scale concerts at special locations in each neighborhood ( <i>Music Mysteries, Jazz Snapshots etc.</i> ), but also musical journeys in the city's neighborhoods, with the inhabitants as the protagonists ( <i>Music from the Inside</i> ) the neighborhoods will be filled with music. Also, through our artistic programme, informal festive days will be created in the neighborhoods as opportunities for acquaintance and exchange, either in the form of <i>Symposium</i> , or in other forms.  <b>Un autre mystere</b> - complex performative interactive dance event by Julie Despraïres - the performance will follow a route along the city's railway lines while, at the same time, various events develop along its course. All of these places in the city become parts of the performance that will be created especially for these locations and their smells. Windows, balconies, roofs, docks, fields, paths, roads, walls, gardens are utilized by artists who create a poetic narrative that highlights the spaces.



<p><b>cores in neighborhoods around the city</b></p>	<p><b>Revival of customs</b> in collaboration with local associations i.e. "Klidonas / The fires of Saint John" and their presentation in neighborhoods around the city.</p> <p><b>ECOCs' Neighbours Day</b> - other ECoCs - it was held in collaboration with other ECoCs such as Leeuwarden 2018 and Matera 2019, and was attended by residents from different neighbourhoods of Elefsina. They had the opportunity to experience everyday life and get a taste of events that take place in current ECoCs.</p>	<p><b>Escalandant Elefsis</b> - Ki Omos Kineitai &amp; Le plus petit cirque du monde - is a research and artistic creation project that brings together artists from contemporary dance, contemporary circus and music, in order to create artistic events that will explore public and private space, urban planning and the multicultural social fabric of suburban cities. The creation of site-specific artistic events works on the spot, in order for the artists to be as close as possible to the citizens and especially to those who do not often visit cultural places.</p> <p><b>Ordinary Mysteries</b> - Activation of critical landmarks of the city with the intervention of the arts. Discreet diffusion actions within the city, on the way to the title year, performed systematically and with a defined frequency. They are placed in the public space and gradually acquire a character of constant periodicity, like an informal local celebration. The purpose of the actions is to strengthen the character of the city as a stage, which is a basic strategy of the artistic programme.</p> <p><b>City Murals</b> - A programme of murals, mainly in the schools of the Municipality of Elefsina and possibly in other public places. Concerns the creation of a grid of public murals, which will "cover" the city, spatially and thematically, in a very symbolic way and will be harmonized.</p> <p><b>Cells of Culture around Neighborhoods</b> - collaborating with Municipal structures, communities around the city and local associations, in order to carry out a series of educational activities, mainly within their areas, creating cells of culture in their neighborhoods.</p> <p><b>History of Elefsina- a Lab</b> - Creation of oral history teams in neighborhoods of the Municipality, so that residents may record, document and research unexplored aspects of the modern history of Elefsina, in order to create a participatory monumental unique work of art, which focuses on the history of the city.</p>
<p><b>4.2 Specific Objective</b></p>	<p><b>RefuGe</b> (2018-2019) - performative walks by Yolanda Markopoulou - focuses on creating an information platform on good practices for refugee integration actions. In 2018, a first sample of the project was presented with the walking performance "E_fyga" in which people from Afghanistan, Pakistan and Bangladesh told their personal stories. The work E_FYGA Micrasia was presented in 2019, in which the descendants of Asia Minor refugees from Upper Elefsina participated in a site-specific walking performance in the unique neighborhood of Synikismos. The performance was a product of the artist's interaction with the residents of Synikismos, and the Elefsina's Asia Minor Association. Its goal was to expand the dialogue between documentary and performance, that the artist had already opened, along with her team, with the place and its inhabitants.</p> <p>Immigration, the refugee crisis and Europe's relationship with the Arab world were approached through pilot projects during 2017, the issue of immigration was at the heart of design summer camp, <b>Amorphous Summer Camp</b> and the visual arts installation <b>Upon the Earth Under the Clouds</b>. It was also the main theme of the project <b>Golden City - Mystririo Kanali</b>, a community based project between Bremen and Elefsina.</p> <p><b>Motorway6</b> (2019) - Evi Kalogiropoulou - a work consisting of a visual arts video, an audio performance and a meal featuring traditional cuisine and music, in collaboration with the Pakistani community. Through these contradictions, Kalogiropoulou aimed at highlighting the emergence and emancipation of socially vulnerable groups - in contact with the athletes of the Martial Arts Center "Elefsis", many of whom are of Albanian and Pomak origin - who are fighting their own "battle." while the work was also a commentary on labor and industrial production, both synonymous with the city of Elefsina. The project evolved into a short film, <b>Motorway65</b>, which was officially selected in competition of Cannes Film Festival in 2020.</p> <p><b>Synikismos Festival</b> (2019) - Beneficiaries from the Vocational Rehabilitation Center for People with Disabilities "KEA KVAE" in Chaidari, participated in an educational activity, as part of the Festival, with a parallel tour to the exhibition spaces.</p> <p><b>Ephemeral Participatory Monument</b> (2019) - Olivier Grossetête - as part of a cardboard reconstruction of the neo-Gothic tower of the "Kronos" industrial complex, the participatory workshops included the active participation, during the project's installation and disinstallation, of Special Schools of Elefsina (EEEE Elefsina, Special High School of Elefsina - Evrinomi) and of the neighboring Municipality of Chaidari (KEA/KVAE).</p> <p><b>An animated EUphoria</b> (2019) - collaboration with Animasyros International Animation Festival - three original animation workshops were held that activated the contact and familiarization of the participants with the art of animation and their acquaintance with the three main themes of the artistic programme of Eleusis 2021, People/Society, Environment, Labour. Different local groups have participated such as, children aged 12 to 15, children from the "Friendly Nest", local children support center, Association of Cretans of Elefsina "The Megalonissos" etc.</p>	<p><b>RefuGe</b> - The thematology of RefuGe, which started in 2018, will be completed in 2023 as a trilogy of the performances E_FYGA, E_FYGA Micrasia and E_FYGA Pontos, as a result of the site-specific interdisciplinary research that lasted six years, a predominantly participatory project with the involvement of refugees, immigrants and their descendants.</p> <p><b>Symposium</b>- Starting with a long table, a work of modern art and design - built to invite and bring people together in public - designed to bring together, in a participatory process, all the different communities that have experienced migration, enabling them to offer their specialization in the culture of the everyday experience - such as through recipes. The table is presented like a warm and friendly homeland - a small nest of society.</p> <p>Participation of young and adolescent immigrants and refugees in the workshops of <b>Teen Labs</b> and <b>Voices in the city</b>. Discussions with <b>Evi Kalogiropoulou</b> for the creation of a new project that will deal with issues of the city and aims to strengthen social cohesion, solidarity and the fight against inequality.</p> <p><b>The Walk</b> - the reception of Amal, a 3.5-meter-tall doll, in the form of a young refugee girl, who will travel more than 8,000 km, representing all the displaced children of the world, carrying the urgent message "Do not forget us." A cultural odyssey that transcends geographical, political and linguistic differences, to tell a new story about human nature that unites us - and to ensure that the world does not forget the millions of displaced children, each with their own story, which are more vulnerable than ever in the midst of the global pandemic. In addition, educational and theatrical workshops for children are held, for the creation of the Amal reception event.</p> <p><b>On the way to Colonus</b> - VR film by Loukia Alavanou - negotiates concepts around immigration, nomadic life and the environment, inspired by Sophocles' tragedy "Oedipus at Colonus." It focuses on the Roma community in Nea Zoe in Aspropyrgos, with the aim of empowering the isolated community through art and technology, and raising the awareness of the Greek and international public on issues of otherness and cultural diversity.</p> <p><b>The Free Besieged</b> - As part of the celebration of the 200th anniversary of the Greek Revolution, the play "The Free Besieged" will take place. It is a large, immobile, circular queue of inhabitants, each reciting a very small part of the poem in a public place, accompanied by original music. The show will be attended by members of the Association of People with Special Needs of West Attica, students of the Special High School and members from the local structure for people with disabilities "Evrinomi" as well as immigrants that are living in the city.</p>

4.3 Specific objective	
<p>Managing the city's development to highlight its history and culture</p>	<p><b><i>EUphoria Walk</i></b> - As part of the Culture 2030 program and, more specifically, Citizens' Capacity Building, EUphoria walks were organized to inform the city's inhabitants, and others, about the philosophy and artistic programme of Eleusis 2021. The EUphoria walks introduced participants to the concept, philosophy and mission of Eleusis 2021 ECoC. Since September 2018, the walks have been enriched with the stories and experiences of residents-members of ethnic associations and more. At various points along the way, their testimonies and memories from the city are narrated, which are related to the specific Themes and areas of the artistic programme.</p> <p><b><i>Herma Hub</i></b> - as part of the workshop, members of local associations approach their tangible and intangible material and culture in the course of designing a cultural route, addressed to residents and visitors of the city, using their own narratives.</p> <p><b><i>The Invisible Map</i></b> - a visual, dramatic and at the same time historical work, highlighting of the Map of the history of critical experiences -personal or historical- of its inhabitants. Exactly what happened once, and where. There, a small Public Sign is erected, which, in combination with a digital application, will be able to share the hidden History of this spot. The resident or visitor of the city, will have the opportunity to "stumble upon" the city's collective unconscious, the MEMORY of its experience. Something, that playful and subtly increases the historical curiosity of people, local or not.</p> <p><b><i>History of Elefsina - a Lab</i></b> - a team of artists, historians and anthropologists with the assistance of residents -through a participatory, multi-level and interactive approach- will record, document and research unexplored aspects of the modern history of Elefsina.</p>



## ANNEX 1.2 MONITORING AND EVALUATION PROCESS SUMMARY

Collecting data and monitoring the progress of Eleusis 2021 is an essential part of preparation for the European Capital of Culture 2023. The purpose of the evaluation of Eleusis 2021 is the quantitative measurement and qualitative assessment of the impact of Eleusis 2021 ECoC through indicators, especially for its reference year (2023, by postponement from 2021 due to the COVID-19 pandemic). The impact of the ECoC on local citizens' access to and participation in culture, on the town's cultural vitality and sustainability, and the local economy and tourism is analyzed, as is the governance of the ECoC and its operation, and the image and reception of Eleusis 2021 by local residents and the general public.

### Process of the evaluation

The evaluation is carried out in three distinct time frames: a. before the year of the title in order to form an initial picture (baseline scenario) of all the indicators (ex-ante evaluation); b. during the year of the title (on-going evaluation), in order to assess the same indicators during the ECoC; and c. the year following the reference year, in order to examine the final formation of these indicators after the completion of the ECoC. The evaluation team, in cooperation with Eleusis 2021, has created a multidimensional database for the continuous monitoring of these indicators, so that it can give evidence-based feedback to Eleusis 2021. This can then inform the ECoC's policies on arts programming, capacity building, audience outreach, communication strategies, and cross-border collaborations. In essence, the evaluation aims to assist in the planning of the ECoC in a systematic and thorough way.

Eleusis 2021 is evaluated with reference to two sets of objectives. First, the general objectives of Eleusis 2021 ECoC, as set in the initial plan of the programme (Bidbook, p. 12). Second, the strategic objectives of Eleusis 2021 (Bidbook, p. 13). Both the evaluation of the general and the evaluation of the strategic objectives are carried out through a series of indicators. Most of these indicators were set with reference to the guidelines of the European Commission (Guidelines for the cities' own evaluations of the results of their ECoC, 2018), while some additional ones are based on the findings of previous ECoC assessments.

### Methodology and Data Sources

The evaluation team has designed a mixed-methods research plan to compare the performance of Elefsina's cultural field, before and during the events of the ECoC. Quantitative and qualitative methods will be used to collect primary data and to analyze secondary data. Quantitative techniques are suitable for the investigation of large-scale phenomena and the examination of their characteristics. Qualitative methodologies, on the other hand, are suitable for the examination of these characteristics in greater depth

and from the subjective point of view of involved stakeholders (citizens, artists, cultural professionals both within and outside the ECoC).

The quantitative methods include:

- A survey of representative sample of residents of Elefsina (before and after the year of the title)
- A survey of artists and creative workers (before, during and after the year of the title)
- An audience survey at Eleusis 2021 events (during and after the reference year)
- A survey of visitors to archeological sites
- Statistical analyses of secondary data on:
  - o communication and promotion activities of Eleusis 2021, including analytics on the organization's social media presence;
  - o attendance of events organized by Eleusis 2021 (e.g. number of participants, demographic characteristics of the audience, frequency of attendance at ECoC events)
  - o the degree of recognition of Eleusis 2021,
  - o the expenditures of the company and the Municipality of Elefsina for actions carried out within the framework of the Cultural Capital
  - o the local economy and tourism

### Qualitative methods

Interviews and focus groups have been carried out and will be carried out again with executives of Eleusis 2021, representatives of the Municipality of Elefsina, participating artists and cultural managers, audience members, volunteers, residents, and business people of Elefsina. In total, 12 focus groups of 8-10 people and about 70 interviews will be conducted.

Qualitative analysis of secondary data will also be carried out. This will examine:

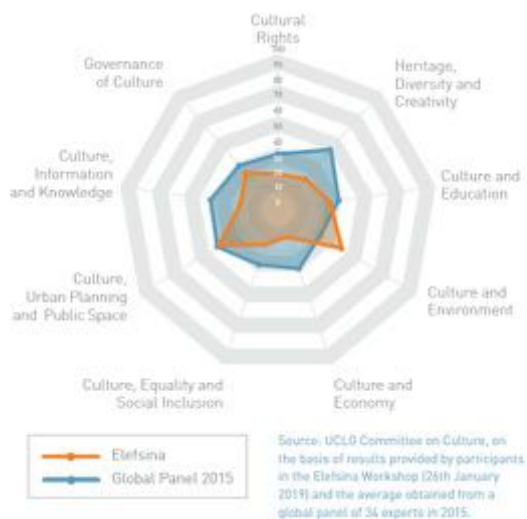
- o the programme of the ECoC,
- o media monitoring reports of the promotion and branding of Eleusis 2021 events in the media
- o the organization's own reports concerning the progress of its projects

### Landmarks and Deliverables

The main milestones of the evaluation of Eleusis 2021 ECoC are: a. the ex-ante evaluation and the formulation of a baseline scenario for all evaluation indicators, which have now been carried out (Deliverables 1, 2, and 3), b. the mid-term evaluation, during the year of the title (2023, Deliverables 4 and 5), and c. the ex-post evaluation, after the end of 2023. Deliverable 6 will form the final evaluation of the Eleusis 2021 ECoC.

### ANNEX 1.3 AGENDA21 FOR CULTURE AND MONITORING THE CULTURAL ACTIVITY OF THE CITY OF ELEFSINA

The self-assessment workshop was held in January 2019, in collaboration with experts from the organizations UCLG and CAE. The assessment task was undertaken by 50 residents of the city, who evaluated the position of the city in relation to the commitments included in the reference documents “Culture 21: Actions” (self-assessment radar chart: orange color – Elefsina’s radar, and blue color – average). The city’s Cultural Strategy was based on the adoption by the Municipality of “Agenda21 for Culture,” so the workshop was based on measuring the key commitments and providing information at the start of the implementation of the cultural strategy, enabling the adaptation of the actions of Eleusis 2021 to the needs of the city.



The results of the workshop sparked an important dialogue on cultural policy issues and resulted in proposals such as the following: 1) need for capacity-building programmes, both for professionals and for citizens, related to social inclusion and cultural rights, employability and professional development or communication and audience development 2) support and development of knowledge exchange and good practice platforms for public-private partnership and civil society cooperation 3) a more careful adaptation of cultural policy to the specific needs of the city, through a thorough specialization of actions, which will be based on a process of broad consultation with the local population. Based on the above proposals, a group of residents (a group of cultural mediators) was created who are working on the creation of an action plan which will be implemented in the near future. The results of the self-assessment workshop and the action plan were presented publicly, both through public presentations to the general public and through targeted meetings with local government representatives, by both the project experts and the team of cultural mediators (More information here <https://www.2023elevisis.eu/pilot-cities/>)

[cities\\_open-call/?lang=en,  
https://www.2023elevisis.eu/pilot-cities/](https://www.2023elevisis.eu/pilot-cities/) )

In the years 2021-2023, particular emphasis is given to the pursuit of the overall long-term cultural strategy of the municipality through participatory processes, so as to ensure the smooth transition of the legacy of the ECoC. In this direction, Eleusis 2021 is in cooperation with the other ECoCs, in order to create a coordinating body that will maintain and strengthen the dialogue between the three ECoCs, exploring the horizon of the Legacy.

### ANNEX 1.4 MONITORING AND ENHANCING CREATIVE POTENTIAL

As an important step and condition for effective action in the direction of strengthening the creative potential of the city, it is considered necessary to fully recognize and capture the current situation. This process started a long time ago and is expected to be completed by the end of this year, in order to function as a sound basis for ensuring the maximum participation of this creative potential within the programme.

The mapping is performed by different methods:

- a. mapping of typically recorded potential through a search in directories, yearbooks, databases, entity registers, etc.
- b. acquaintance/ tracking “from within” of the creative city that is awaiting the right opportunity to stand out, through the collaboration with “key persons” from the respective industry, who are in close and constant contact with these professionals or amateurs.
- c. conducting focus groups, initially with representatives, and then with as many people as possible, active in the fields of interest.

During the development of the mapping, the final configuration of the works of the artistic programme is made, which concern the support of creative professionals (especially: Downtown Creatives, sub-programmes of the Center for Skills Development and Applied Innovation, Fashion Industry, Music and the City).

### ANNEX 1.5 DIFFICULTIES, CHALLENGES ETC. THAT ELEUSIS 2021 IS FACING

*What are the main advantages and disadvantages of your work?*

The main advantages and disadvantages arise from the correlation of various individual sectors with the Eleusis 2021 programme and the promotion of the programme in the internal and external environment. Using the data from the 3<sup>rd</sup> Deliverable of Panteion University as a tool, we have a concise overview of the project, in relation to various sectors.



## CHALLENGES

- The COVID-19 pandemic and the consequent insecurity in the EU and, by extension, around the world, are currently affecting the mobility of citizens and tourists.
- The economic crisis that seems to be caused by the pandemic.
- The lack of trust in institutions and the poor psychology of citizens, mainly due to the pandemic.
- The concern for the completion of new cultural infrastructure, mainly due to the labyrinthine bureaucracy.
- The complexities in the collaboration of multiple actors for the management and design of public spaces.
- The need for specialization of the implementation plan of the Artistic Programme, under the emergency regime.
- The coordination of the communication team of the Municipality of Elefsina and Eleusis 2021, in order to strengthen the joint strategy of Eleusis 2021 and the Municipality of Elefsina, and, thus, gain significant benefits for both parties.
- Nevertheless, one of the milestones challenges remain this one of trying to perform ELEUSIS 2023 ECoC's artistic programme, without even one indoor venue for small, medium or large scale productions of theatre, dance and music. So, at the very end, if it happens and there will be two or three - as planned - spaces for cultural and artistic activities, that will stand as a major and amazing achievement. Till then, we have to be adapted in reality, face this enormous difficulty and find alternative options.

## OPPORTUNITIES

- The utilization of industrial heritage and unused industrial spaces.
- The utilization of special features of the region's natural and man-made environment and the further development of tourism, making Elefsina a unique cultural destination.
- The improvement of the image of the public space and the consolidation of public facilities and utilities, by promoting the cooperation of the public space management bodies of the area (Municipality, Region, Elefsis Port Authority S.A., Hellenic Ministry of Environment & Energy, Ministry of Culture and Sports, Ministry of Maritime Affairs and Insular Policy, etc.).
- The optimization of transport and the further planning of transport connections with the neighboring areas, the center of Athens and the airport.

- The optimization and operation of the Marine Sacred Way (7 Municipalities-1 sea) for the connection of Piraeus with the port of Elefsina by boat (Ministry of Maritime Affairs and Insular Policy, Municipal Authorities, Elefsis Port Authority S.A., Piraeus Port Authority S.A.).
- The use of alternative means of transport within the city, in order to decongest the center and contribute to a reduction in pollutants.
- The adoption of international standards for the proper mobility of the disabled and the elderly in the city, in Public Transportation and public facilities.
- The uplifting and encouragement of the local population in relation to the pandemic, the economic crisis and the uncertainty for the future.
- The implementation of environmentally friendly policies and the promotion of the notion of the environmental footprint in the behaviors of the local population.
- The creation of new jobs for creative professionals, but also business opportunities in activities that are complementary to the programme.
- A more favorable economic environment, a greater availability of resources from EU programmes and institutions.
- The establishment of the city's brand name.
- The consolidation of the natural environment and the stricter monitoring of pollution phenomena.
- The upgrading of human resources in the wider region, through the continuous education in matters of cultural management.
- The completion and activation of the Volunteering Charter, which is necessary for the implementation of the artistic program, will consolidate the value of volunteering.
- The completion of the Legacy Contract between the ECoC, the Municipality and its Legal Entities, which will preserve and lead to the completion of the plan of the Legacy (tangible and intangible) of the Cultural Capital, immediately after the dissolution of the Company.

## DISADVANTAGES

- The pandemic and the economic crisis that it entails.
- The great dependence on the Municipality and therefore the Public Sector in matters of legislative framework, bureaucratic procedures and lack of adequate existing infrastructure.
- The understaffing of the Company with only twenty (20) staff members, a number that is considered prohibitive for such a large event. The Company applied to the Ministry of Interior—the competent ministry — for the activation of twenty (20) staff members. The approval of eight (8) out of the twenty (20) job positions is expected very soon.

- The lack of theatrical stages, in general, for the implementation of a large part of the programme (theater, dance, music) increases the overall budget of the programme and the needs for equipment and staff.
- The need to ensure individual new (ongoing/in progress) cultural infrastructure.
- The inability to deposit an advance payment for the start of the preparatory stages of production only by submitting a corresponding Letter of Guarantee.
- The time-consuming pre-contractual audits for projects worth more than €300,000 (plus VAT).
- The enormous difficulties and long procedures in the contract management process
- The difficulties in the implementation of the interdisciplinary projects.
- The absence of an autonomous Technical Service in the Organization Chart of the Company.
- The absence of law department inside the company.
- Despite the admittedly important work that has been produced so far and the continuous efforts of the Communication & Marketing Directorate, there are difficulties, which hinder the acceleration of the produced work. Thus, the understaffing of the institution is reflected in this Directorate as well.
- Often, and mainly due to the delay in the contracting of the projects, when the communication promotion of the respective action cannot be officially started without the signing of an agreement, the promotion of the actions becomes difficult and hindered.
- The lack of a developed tourist audience that would strengthen the common goal, due to the unformed tourist identity of the area, and the tendency for day visits.
- The lack of tourism infrastructure for hosting visitors and crews resulting in lack of experience managing a large volume of tourists.
- The management of the city's public space by more than one body, makes the intervention procedures, as well as its consolidation, time-consuming.

#### ADVANTAGES

- The strong support from the local and regional government, as well as from the Ministry of Culture & Sports.
- The support from a wide network of local large and small/medium-sized enterprises.
- The financial support of the Central Government towards the Municipality with € 20,000,000, for the city's infrastructure and public space, which will host and facilitate the location development of the artistic programme.
- The experience of the Municipality's legal entities in the organization of cultural events (46 years of

Aeschylia festival) and European-scale events (EASA 2007).

- The experience in collaborating and hosting foreign artists for the production of unique works of art in the city of Elefsina.
- The competent and specialized executives in the project team of the Company and in all its Directorates.
- The participation in European networks and experience in cooperation with other cities and cultural capitals abroad (twinning).
- The competent and specialized executives in the Municipality and its legal entities, in order to utilize the already gained experience in the future.
- The Municipality's experience in the management of European programmes, in sponsorships and in the cooperation with other partners (e.g. LIFE).
- The adoption of a specific strategy for culture until 2025, by the Municipality and the competent bodies of culture, and the unanimous support of the strategy by the municipal council.
- A rich cultural heritage and the existing former industrial sites for development.
- The existing cultural infrastructure in the area of the Municipality.
- The launched (ongoing/in progress) restoration of two old industrial complexes for the creation of cultural infrastructure (Eleourgiki, IRIS).
- The geographic proximity with the urban area of Athens (21 km distance), which is the second most popular tourist destination for inbound tourism in the country (stopovers).
- The increased accessibility due to the direct connection of the city, through the suburban railway in the municipal community of Magoula (Municipality of Elefsina), with the country's international airport, with the port of Piraeus but also, due to its geographical location on the roads that connect the capital with the Peloponnese, the port of Patras, Western Greece and the P.A.T.H.E. motorway (connection με central and northern Greece and other Balkan countries—Bulgaria, North Macedonia, Serbia).
- The launch of procedures for the utilization of the Old Oil Mill and the construction of the new archaeological museum of Elefsina by the Ministry of Culture.
- The positive response of TITAN Cement Factory SA to grant part of its facilities in order to shelter our Capacity Building and Fab Lab programme.

*How do you plan to overcome the disadvantages, with the use of tools for risk minimization and for planning, with emergency planning, etc.?*

We can, through analyses and statistics (Panteion University), but also through experience, distinguish the most important risks, for which in turn we have defined the respective response policies and alternative scenarios, in order to minimize them.

In general, a very well-designed and clear schedule within the capacity building programme can offset any lack of experience in cultural management while, at the same time, the best possible dissemination of project results stems from a well-designed program of activating citizens and disseminating results.

Political support, collaborations and institutional framework  
The cooperation of the involved bodies will be established with the joint signing of a Memorandum of Understanding with the Municipality and its Legal Entities for the proper management and consolidation of the public space, as well as the implementation of the Eleusis 2021 project. The memorandum will be drafted within the framework of the Company's programme, in order to create even stronger ties between the involved parties. The issues of institutional framework concerning the SA, which was established in order to manage the project of Eleusis 2021, are addressed with permanent legal support from an external partner.

### **Strategic Planning**

The local government and in particular the Municipality of Elefsina has voted its cultural strategy until 2025, respectively the Sub-Regional of West Attica and the Region of Attica. Eleusis 2021 coordinates the adoption of the principles of the programme and the strategic planning of the other stakeholders, so that they form separate parts of the strategic planning of Eleusis 2021.

### **Infrastructure and public space**

In order to strengthen the indoor cultural infrastructure and public facilities, renovation projects are underway for two (2) former industrial complexes (IRIS, Eleourgiki) with a horizon of completion in 2022 and 2023, while the procedures are moving forward for the purchase of the former ELEUSIS cinema by the Municipality. At the same time, the Municipality intends to proceed immediately with the lease of an exhibition space with a surface area of 900 sqm. In case the implementation of the projects goes out of schedule—with 2022 defined as a critical year—the alternative housing solutions for the events will be activated, with the ephemeral solution being temporary facilities with special constructions, which will function as indoor spaces for performances, concerts and conferences.



ANNEX 2.1 ARTISTIC PROGRAMME

THEME	PROGRAMME	MAIN PROJECTS	CHANGES FROM BIDBOOK	SHORT DESCRIPTION	STATUS	IMPLEMENTATION TIMELINE					OPEN CALL	PARTNERSHIPS (not final - also expected from the open call)	EUROPEAN DIMENSION						OVERALL ARTISTIC PROGRAMME BUDGET	BUDGET SPENT (2017-2020)
						2021	2022	2023	LEGACY	MUTUAL UNDERSTANDING			HERITAGE AND HISTORY	EUROPEAN ARTISTS & ORGANISATIONS	LOCAL ARTISTS & ORGANISATIONS	TRADITIONAL ART FORMS & INNOVATION	RANGE & DIVERSITY			
Flagship Events			not changed	The Opening Ceremony will be a 2day or 4day large scale event, activating the city of Elefsina as well as the neighboring municipalities. These events are intended to include a procession which will start from Athens, reach Elefsina via the Sacred Route covering the 21km distance, stopping at important historical landmarks on Route and ending up at the archeological site of Elefsina as used to happen in ancient times as well. In addition, reactivation of sea Sacred Route officially since ancient times, something that manifests a new cultural route for the city of Elefsina. In addition, there will be held during the year, two new productions inspired by and located in Elefsina's most significant and historical landmark, the archeological site. Paralelly, opening of a large-scale contemporary art exhibition and a big scale music event are under discussion. For the Closing, the filmmaker Filpos Koutsaltsis creates a new documentary following the protagonists of the Mourning Rock, and also the life of the city in the current era.	We are on the same track with the flagships events as described in the bidbook. We are in the phase of recontacting all the partners and redesigning the Opening Ceremony. Furthermore, as three of the flagship events are held inside the archeological site, we are in advance communication with the central archeological council to ensure the availability of the space for the production needs. We are also in close cooperation with the ELEFSIS PORT AUTHORITY S.A. for the planning of the big event of reactivation of the Sacred Route. The contracting & realisation of the Closing Ceremony has started in 2018 and the filming will go on for one more year, given the postponement of the ECoC year.						NO		✓	✓	✓	✓	✓	2.750.000,00 €	315.183,20 €	
A. Human / Society	Flagship Project	The Raw Museum   The City as an Exhibit	Replaced Local European Histories	A framework of 6 exhibition actions, aiming to trace and present to a broader audience significant folds of city's life, current and past, exceptional and trile, attempting a response to the question: How does Elefsina wants to introduce itself today? How does this unique city handles its exceptional state of a cultural capital for Greece and Europe? This project is fundamentally based on the work, the collections and the contribution of very important collectors and inhabitants of Elefsina.	Designing phase for a long-term procedure 2021-2023, the first exhibition event planned to appear by the end of 2022 and then ongoing presentation of the following exhibitions for the whole year of the title. The goal is that one of the installations will remain at the city as a permanent exhibition of its history and heritage after the ECoC title.					L	NO	Erato Koutsoudaki (GR), local collectors	✓	✓		✓		✓	680.000,00 €	- €
		Memory as a city	Added programme	Alternative and interactive ways of visiting and experiencing places, landmarks, stories, events of the city. Hybrid mechanisms of dissemination and participation in city's memory and history. This programme consists by three interdisciplinary projects: Narrative Archaeology (an interdisciplinary research and performative project, exploring new ways of visiting archaeological sites with the intervention of performing arts). The Invisible Map (deals with the layer of critical moments - personal or historical - of the inhabitants. By the contribution of a digital application - residents or visitors are allowed to 'crash' on the collective unconscious - the MEMORY - of city's experience). History of Elefsina - a Lab, is a scientific programme of historical research and methodology, investigating the mosaic of city's modern history and population. It offers a scientific tool for better understanding of other populations as well and an engine of information about the history of the city (it provides with material and informations the other two projects).	All these three projects (Narrative Archaeology, Invisible Map & History of Elefsina - a Lab) are in the designing stage; Long-term 2021 - 2023. They belong to a new section of artistic programme approach, the so called, Actions as MODELS / upgrading city's assets and reflect a gentle touch by the new artistic director on the overall programme. They offer somehow missing and they deal exceptionally and precisely with city's past and present with a unique and innovative scientific and interactive way, engaging local people in an exclusive scale.					L	NO	Vana Xenou - Giorgos Parmenides (GR)	✓	✓	✓	✓		✓	940.000,00 €	- €
	Europe of Citizens	SYNIKISMI - A Festival	Merged programmes: Balkan Agoria   Distant Relatives	In 2021 it was renamed SYNIKISMOI - A Festival and now expands throughout the year, it operates more than one neighborhood in the city with the aim to bring in the title year all neighborhoods together in a celebration. As a complex event includes performing arts, visual arts, installations, in situ performances, symposiums, participatory actions, etc.	Synikismos Festival took place in 2018 and 2019, while in 2020 it could not be implemented due to Covid-19. The next edition (2021) is planned and the editions (2022- 2023) are in a planning stage.					L	NO	Le plus petit cirque du monde (FR), Patrick Bouchain (FR), Polyplinity Productions (GR), TooFar East Productions (GR), Constantly Productions (GR)	✓	✓	✓	✓		✓	1.409.900,00 €	213.572,43 €
		AESCHYLUS project	Changed concept	The Aeschylus Award has been cancelled and a new programme is introduced, the AESCHYLUS project, a performance of original theatre productions based on Aeschylus plays in collaboration with important European and greek artists. Paralelly workshop or short scale congresses will be held upon the poet's dramaturgical issues.	Planning stage, Long-term 2021 - 2023. Its planned to constitute one of the important city events in the realm of Theatre and an indirect homage to the city of ELEFSIS - homeland of one of the biggest founders and poets of European theatre, Aeschylus.Planned to remain as a Legacy project after the end of 2023.					L	NO	STAN (BE)	✓	✓	✓		✓	600.000,00 €	- €	
		Agora Re United	cancelled		Not considered as relevant as a few years back, especially having implemented in the meantime another participatory ephemeral project including cardboard constructions. The budget moved to Memory as a City															- €
	Mare Nostrum	not changed	The main goal is the better acquaintance of the people of the Mediterranean through music and dance. The festival will invite artists from Mediterranean countries. Currently, the artists participating in the festival have not been selected, we are in the process of researching in order to make the selection.	The partners' scheme will be finalised within the next two months.							YES		✓	✓	✓	✓	✓	✓	75.000,00 €	- €
	Emergency Architectures	not changed	The Project examines the response of architecture on current challenges of housing the populations entering Europe.	The initial partner withdrew from the project. Expecting to update planning & partners scheme							YES								50.000,00 €	- €
	RefUGe	not changed	The trilogy of performances E_FYGA, E_FYGA Mikrasia and E_FYGA Pontos compose the backbone of the site-specific inter-artistic research of Yolanda Markopoulou in Elefsina during the six years 2018-2023. The common elements from the narratives of refugees of each group and generation become the raw material for the trilogy of performances E_FYGA. The final presentation of the work will take place in 2023 and will be accompanied by meetings and discussions with invited organisations from other European countries involved with relevant issues.	Two performative walks have been implemented in the neighbourhood of Synikismos (2018-2019). All these stories will construct a database which will be used for the development of the performance that will be presented in the neighbourhood with the citizens in the role of actors-narrators (2022-2023).							NO	Polyplinity Productions (GR), local associations based in Elefsina	✓	✓		✓		200.000,00 €	72.703,00 €	
	ConServing	not changed	HerMA since 2019 has developed a three to five-year public programme focused on community engagement, bringing together more than 30 groups and citizen's initiatives active in community engagement in cultural heritage from all over Greece. At the same time, it began an active dialogue between those groups with recognized academics and practitioners from Greece and all over the world. Moreover, we elaborate activities and programmes to facilitate the engagement of local cultural groups and initiatives in the production of heritage knowledge, in view of the new planned date for ECoC in 2023.	Supporting an existing institution in Elefsina since 2017 and changing focus on audience development and community engagement practices in heritage management since 2019. Targeting at a more active involvement of the local associations during HerMA Conference, through workshops/ cultural routes, empowering the capacity of local ethnographic associations and learning new methods to introduce their stories to the general audience.							NO	Initiative for Heritage Conservation (GR)		✓		✓		130.000,00 €	46.054,48 €	

		History & Stories	Cancelled		The initial partner cancelled the project. It will be substitute by other educational programmes							YES									- €
		City Mysteries	not changed	For over a decade, Aeschylia Festival commissions one artist every year to create a large-scale installation in the former industrial complex of Eleougeoio. Extending this tradition, our goal is to create an international meeting point for contemporary site-specific and site-sensitive art, by commissioning large-scale Installation Art projects (2021-2023). Additionally, there is an emphasis in medium and smaller scale art installations in the city of Elefsina and a tribute to Installation Art consisted of public talks and an archival exhibition. In the following years, the artist-in-residence programme V.A. Initiator will continue and expand to new formats (2021-2023).	In 2021 we are planning to present the second edition of V.A. Initiator and a large-scale installation in the context of Aeschylia Festival. Projects for the upcoming years, are already being discussed and planned.							L	YES	Aeschylia Festival (GR), Danae Stratou (GR), Vital Space (GR), Josef Nadj (HU), Bureau PLATO (FR), Kostas Velonis (GR),	✓	✓	✓	✓	✓	982.600,00 €	73.283,97 €
		Cine ELEUSIS	Added programme - merged all cinema & documentary projects	A series of projects including cinema & documentary festivals, screenings, film workshops etc. turning the city into an open air cinema - and beyond that into a location of cinema experience all year round.	One-off and long-term projects, consisted by many components. Starting from 2021 - on, expecting to complete planning & partners scheme though the open call while others are already under careful and detailed planning. One of the projects, the Documentary Festival of Elefsina, is planned to remain as a Legacy programme after the end of 2023, especially in case we manage to acquire the legendary cinema "EIEYXIZ" (ongoing process).							L	YES	Eleusis Cinema Club (GR), Greek Film Archive(GR), Athens International Film Festival (GR), Anemon Productions (GR), Pausilypon Films (GR)	✓	✓	✓	✓	✓	590.000,00 €	14.880,00 €
		Human Mysteries	Musio Mysteries	Added programme - merged all music projects	The programme Music Mysteries aims to enrich the artistic programme with more musical events from contemporary, classical, musical theatre etc. It includes small, medium and large-scale productions throughout the years 2021 - 2023, which will result either from Open Call or from existing collaborations and communication with artists and bands from Greece and abroad. Especially for small-scale projects, a platform of dissemination is created under the title "Elefsina System", which acts as a step of expression for independent artists and on the other hand activates indoor as well outdoor spaces of the city. An important component of the overall programme is represented by music activities in collaboration with local musicians and professionals in the music industry. It includes mini-Concerts, live or Recorded, and the production of original music. Through the connection of interesting points of the city or the seaside with musical experiences, but also the activation and capacity building of the local human resources, the project aims to expand the musical profile of the city, to create an upgraded musical experience but also to enhance life in the public space.	The overall planning will conclude after the selection of proposals from the open call							YES		✓		✓	✓	✓	545.000,00 €	49.422,00 €
		Drama Mysteries		Added programme - merged performative projects	From the year 2021 the artistic programme is further enhanced with projects and actions of performing arts. Includes artistic productions of theatre and dance, small, medium and large-scale throughout the years 2021 - 2023, which will result either from Open Call or from existing collaborations and communication with artists and troupes from Greece and abroad. Especially for small-scale theatre and dance programmes, a platform of dissemination is created under the title "Elefsina System", which acts as a step of expression for individual artists and small groups on the other hand indoor as well outdoor spaces of the city, aiming to activate the cultural life throughout the whole year.	The overall planning will conclude after the selection of proposals from the open call							YES		✓		✓	✓	✓	300.000,00 €	48.726,07 €
		The Human Condition		not changed	Inspired by the identity of Elefsina as a symbolic land of human completion, focuses on human nature and on the human body. Through the idiosyncratic personae Euripides Laskaridis creates, his work focusses on humans and on the elements of ridicule and transformation. "Kissing time/Kamarees" is his new devised, site-specific production, based on an in-depth study of the functions of different non theatre spaces, in relation to performers and spectators. The starting point is the assumption that spaces affect both the artistic result, the role of the spectators and the complexion of the group experience.	The trilogy of performances "The Human Condition" by Euripides Laskaridis, comprising Relic (not contracted), Titans (partially contracted not implemented) and Elenit (not contracted) was cancelled. The artistic programme keeps the theme "Human Condition" and will host -among others- the new production of the same artist entitled "Kissing time/Káyupec".						YES	OSMOSIS – Euripides Laskaridis (GR)	✓		✓		✓	100.000,00 €	15.000,00 €	
		Flagship Project	(title tbc)	changed concept but with the same artist	A large-scale site-specific installation by the visual artist Nikos Navridis (we are not allowed to unveil more at the moment...)	The project "Grafting or the Second Chance" described in the bidbook has been canceled for feasibility reasons (in order to engraft 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 artist to reshape the project on the same theme).							NO	Nikos Navridis, local associations, schools and institutions (GR)	✓	✓	✓	✓		190.000,00 €	- €
		Processions			Participatory performative projects in the public space, that approach in different ways the form or the ritual dimension of the procession, a dramatic approach in direct relation to the past of the city. This project has already started since 2017 (365 DAYS AFTER, 1147 DAYS TO GO dedicated to the site-specific installation of Danae Stratou, Ανόδηγος/inventory) a site-specific public, digital performance/ procession and a live installation dedicated to the history of the industrial action by Tzeni Argyriou and Vassilis Gerodimos). Moreover, "Un autre mystere", in situ dance interaction, a large-scale performance by Julie Despraïres with the active participation of Elefsinians, is planned for 2021.	Bringing together the main projects aimed interventions in public space and in community based work, dividing in different areas as for example: music interventions in the city, graffiti in schools and in public spaces, light installations, experiential walks, photographic projects/depictions of the city. Moreover, Ordinary Mysteries is added: a series of artistic events viewed as "small celebrations" in the everyday life of Elefsina. Many of them such as processions inside the city, light installations, walks and graffiti interventions have already started since 2018 as pilot projects. Other small and medium-scale interventions are designed, planned and on the way to be contracted. This programme will be broaden through the open call as well.						YES	Desyllas (GR), YVCA, Amorphy (GR), Vassilis Gerodimos (GR), Jenny Argyriou (GR), Julie Despraïres (FR)	✓			✓	✓	130.839,38 €		
		Mysteries of Routes	Merged programmes: Share the light   Vertical Gardens   Re – De Industrialize   Hotel Europa		Walks - Visits to experience important sites, hidden or unknown urban aspects of the city as well as factories in a collapse or impending change of use.							YES			✓				✓	- €	
		Graffiti			A programme of murals in schools of the Municipality of Elefsina and possibly in other public places. The proposal concerns: the creation of a grid of public murals, which will "cover" spatially and thematically in a very symbolic way the city							YES			✓	✓	✓		✓	21.890,00 €	
		LIGHT as a sculpture			A series of lighting installations in the public space of the whole city, as gestures of highlighting special points, both through participatory design actions and through autonomous works of art.							YES	beforelight (GR)		✓				✓	1.400.700,00 €	- €
		Elefsina STILL			Photographic works aiming at the depiction of the special features of the city, through hospitality programmes, exhibitions and international collaborations. It includes activities with the Photographic Club of the City, with the other 2023 EcoCs and in collaboration with the organization EU Japan Fest.							YES	Photographic Club of the City, EcoCs 2023	✓	✓	✓			✓		





C. Labor / Working Classes	The Future Starts Here	Digital Deye	Added programme	A week of digital & cross-disciplinary art projects including live-coding, sensory environments, dance, augmented reality experiences etc, as well as a round table around the issues of embodiment, telepresence as technological phenomena of the internet, and their impact on culture and the environment.	The overall programme will be planned after the selection of the proposals submitted in the Open Call, while one of the seminal projects, "Magnetic Dance" including a telematic performance happening simultaneously in Elefsina and in Tokyo, is already planned and in course for contracting. We are discussing collaboration with Timisoara as part of "Multiplexity".									YES										350.000,00 €	- €
		Art Industry	Merged programmes: FARTory   Alter Fabrication  Go Live Sound Factory	This programme approaches Elefsina as an industrial city, both in its history and in contemporary industrial production. It brings artists into contact with the industrial units, these enclosed areas, which operate as cut off "islands" within the city. It invites artists to deal with the issues of Industry and Labour and to create projects that refer to the everyday work and the transformations that the labor market is experiencing today.	The overall planning will conclude after the selection of proposals from the open call.									YES			✓		✓	✓			640.000,00 €	- €	
		Fashion Industry	Added programme	Projects focusing on fashion history and the practices around garments, fabric and clothing from antiquity to now, as carriers of cultural notions, female emancipation and production technologies. It will include 2 main exhibitions, one held in partnership with the EU Japan Fest, as well as workshops about weaving and its contemporary applications.	Planned, one-off. The exhibitions are being planned and will be contracted early 2022. The accompanying programme will be finalized as a result of the open call.								YES			✓	✓	✓	✓	✓		225.000,00 €	- €		
	Capacity Building & Applied Innovation Centre	Cultural & Creative Professionals	City Art Lab   CBIC	The first strand concerns the skills development of artists, cultural professionals and operators of creative industry in local and national level as well as of the ECoC team in order to successfully meet the requirements of the ECoC project. The programmes are focusing on topics such as cultural management, curation, production, audience engagement, european dimension site specific productions, production in public space, etc. through workshops, meetings, residences, seminars and peer-to-peer learning. Also, this strand will be completed by a series of seminars and training programmes specific to creative professionals, such as management and marketing for creative business, intellectual property rights, networking and sales promotion, as well as practical skills on photoshooting, website and eshop management etc.	Some capacity building programmes have already been implemented such as empowering the dialogue for the festivals' role in regional cultural policy such as tailor - made Ateliers for festival managers based in Greece, other Balkan countries and MENA region; strengthening local cultural organisations through programmes such as Tandem Cultural Capitals, Attiko School for Ancient Drama, IETM Campus. Our goal is to continue our previous collaborations in the following years and in parallel launch a more targeted capacity building programme after the open call selection procedure for the enhancement of local partners' skills.								L	YES	European Cultural Foundation, MiOst, The Festival Academy, Baumstrasse (GR), other ECoCs (EU)				✓		✓		400.000,00 €	115.339,40 €	
		Community & Youth Centre	Merged programmes: Neighbourhood of Elphoria   Neighbourhood Cultural Councils	The Community and Youth Strand will include: Workshops and training sessions as well as exchange programmes with other ECoCs aiming to build creative and project development skills of the citizens. Training programme especially designed for young people, acquiring skills by starting their own initiatives within the ECoC programme (and hopefully afterwards). In addition, a special training for volunteer managers of local organisations and local volunteering associations will be designed, attracting new volunteers to the programme and assigning them to voluntary tasks. The programme will host more broad training for the hospitality sector, like hotels, restaurants, cafes, bakeries, transport, municipality in order to be ready on welcoming the arriving guests and to be given the opportunity to introduce innovative services - if they want.	Since 2018, different programmes that aim at raising the ECoC's outreach and youth accessibility to art and culture have been held. Moreover, pilot cities programme has been launched, creating a citizens' committee that aims to the development of a new cultural strategy for the city through participatory processes. In the context of the empowerment of the youngsters of the city, in September 2021, members of the youth laboratory "Youth Lab", but also with the participation of students of High Schools of the Municipality and young people from Ethno-Local Associations will start a seminar aimed at developing their skills in areas related to cultural production. The purpose of the programme is the activation of young people, their direct involvement with ECoC, the design and future implementation of their own idea, their own project.								L	YES	United Cities and Local Governments (UCLG)	✓			✓		✓		701.000,00 €	23.066,84 €	
		Fabricated Worlds (Applied Innovation Centre)	Merged programmes: Prototyping YOUrope   Future Neighbourhoods	The third strand concerns training in applied subject matters with emphasis on digital manufacturing/fabrication technologies. The workshop will include a) a fully equipped digital fabrication laboratory, with state-of-the-art equipment for constructions ranging from electronic boards, 3D printing and clothes with integrated electronic circuits, to carpentry and small-scale metalworking, b) a film workshop, and c) a ceramic workshop with analog tools and a 3d ceramic printer. An educational programme will be developed around this infrastructure, for different ages and directions of knowledge, but also for vulnerable groups, as well as participatory focus groups for the production of objects. Specifically, there will be courses on digital design and digital production of everyday objects, the creation and 3D printing of ceramics, basic principles of digital construction for professionals/ for students / for amateurs of all ages, combination of digital applications with traditional arts such as weaving etc.	The implementation of the project depends highly on the acquisition of the appropriate space to set up the workshop spaces. Understanding that the strand needs to start though, we have planned for 2021 a temporary recycling workshop that uses recycled plastic for the 3d printing of outdoor furniture (Print your city). The overall planning will conclude after the selection of proposals from the open call, and the space issue needs to be resolved during the year.								L	YES			✓		✓	✓	✓		445.000,00 €	31.193,39 €	
		Mystery 16_ELEVSIN Living Museum	not changed - moved to Memory as a City												NO										- €
OPEN CALL BUDGET																								2.640.000,00 €	- €
TOTAL BUDGET																								16.500.000,00 €	1.316.714,00 €

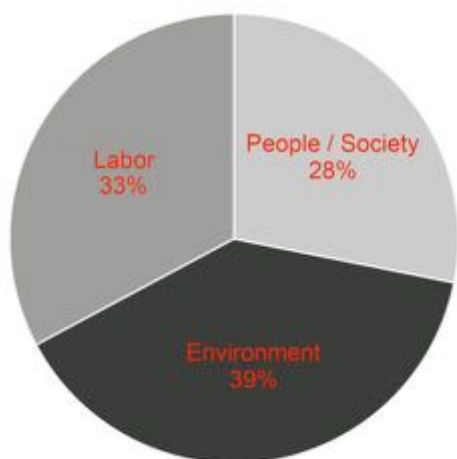
IMPLEMENTATION TIMELINE LEGEND

	Preparation / contracting
	Early Impementation / Initial Presentations
	Final Presentation
L	Legacy Project

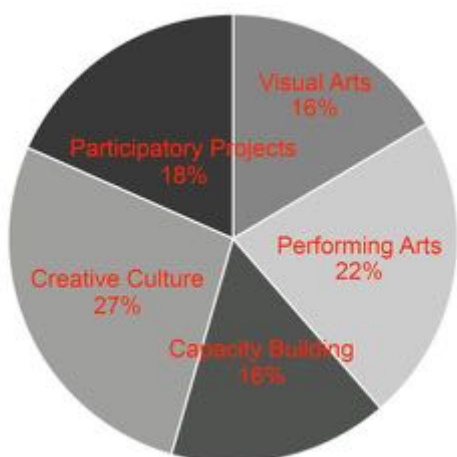
## ANNEX 2.2 GRAPHS DEPICTING THE BREADTH AND DIVERSITY OF THE ARTISTIC PROGRAMME

One of the main goals of Eleusis 2021 is the presentation of a wide range of artistic activities, by important artists with a special approach and relevant commentary. The diversity of the programme, as it has been shaped so far—without including collaborations resulting from the open call—is achieved by integrating projects:

- which follow the directions of the strategic goals and themes of Eleusis 2021, i.e. People-Society, Environment and Labor



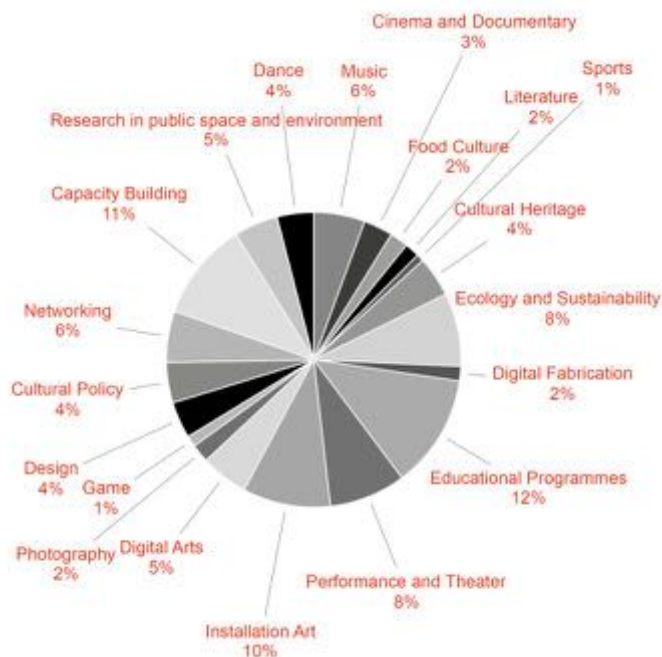
- developed in different fields: Performing Arts, Contemporary Art, Creative Culture, Capacity Building and Networking, Participatory projects



- belonging to one or more of the following types of artistic and cultural activities (with indicative reference to programmes):

Music (Mare Nostrum, Ordinary Mysteries, Music Mysteries), Dance (Moving Europe), Theater (Aeschylus Project, Refuge, Human Condition), Performance (SYNIKISMI: A Festival, Un autre mystere, Escaladant

Elefsis, Tower Clock Voices), Installation Art (City Mysteries), Cinema and Documentary (The Eleusinians, Cine Eleusis), Food Culture (Symposia, Bread), Cultural Heritage (Memory as a City), Ecology & Sustainability (Ecoculture Festival), Digital Fabrication (Fabricated Worlds), Digital Art (Digital Days, Magnetic Dance), Photography (Eleusis Still), Object Design (Downtown Creatives), Cultural Policy, Networking Actions (Culture 2030 Meeting), Capacity Building Programmes & Educational Programmes (CBAIC), Research & Artistic programmes on public space and the environment (Design Campus, Eco Art, Green Incubator).



- the majority of which are cross-sectoral projects (19% relating to one form of art & creation, 81% to cross-sectoral, interdisciplinary projects)



- which demonstrate, in a different way, a high degree of public involvement at the level of co-formation and implementation (63% purely participatory projects versus 37% formed without the active involvement of audience groups)



ANNEX 3.1 STRATEGIC INFRASTRUCTURE PLANNING REPORT by ELEUSIS 2021

OBJECTIVES 2016-2021	OBJECTIVES 2020-2023
<p>Development or stimulation of infrastructure, which facilitates and improves the quality of the daily life of residents. Contributing to the development of new or the strengthening of existing infrastructure, which intervenes in the appearance of the modern city, utilizing its advantageous location and its uniqueness. According to the <b>Strategic Planning</b> of the Company and, in particular, of the competent Directorate of Premises &amp; Infrastructure, the <b>Infrastructure Planning</b> is analyzed in two axes.</p> <p><b>Axis A</b> concerns areas with direct relationship and dependence on the Company and can be activated with resources and services of the Company itself, so it mainly concerns smaller infrastructure, spaces and buildings that the Company could manage.</p> <p>A.1 Activation of buildings and spaces in the context of Corporate Operations</p> <p>A.2 Activation of buildings and spaces within the framework of the Artistic Programme</p> <p><b>Axis B</b> concerns the Development of New Cultural Infrastructure, with the utilization of inactive spaces and former industrial complexes and the creation of the Capacity Building Center and the Fab Lab, and the activation of new Landmarks in the city with the alternative use of abandoned or unused spaces.</p> <p>B.1. Utilization of Architectural &amp; Industrial Heritage and inactive spaces</p> <p>B.2 Creation of Capacity Building Center and the FAB LAB workshop</p>	<p>Development or stimulation of infrastructure, which facilitates and improves the quality of the daily life of residents. Contributing to the development of new or the strengthening of existing infrastructure, which intervenes in the appearance of the modern city, utilizing its advantageous location and its uniqueness. According to the <b>Strategic Planning</b> of the Company and, in particular, of the competent Directorate of Premises &amp; Infrastructure, the <b>Infrastructure Planning</b> is analyzed in two axes.</p> <p><b>Axis A</b> concerns areas with direct relationship and dependence on the Company and can be activated with resources and services of the Company itself, so it mainly concerns smaller infrastructure, spaces and buildings that the Company could manage.</p> <p>A.1 Activation of buildings and spaces in the context of Corporate Operations</p> <p>A.2 Activation of buildings and spaces within the framework of the Artistic Programme</p> <p><b>Axis B</b> concerns the Development of New Cultural Infrastructure, with the utilization of inactive spaces and former industrial complexes and the creation of the Capacity Building Center and the Fab Lab, and the activation of new Landmarks in the city with the alternative use of abandoned or unused spaces.</p> <p>B.1. Utilization of Architectural &amp; Industrial Heritage and inactive spaces</p> <p>B.2 Creation of Capacity Building Center and the FAB LAB workshop</p> <p>In addition to the strategic planning from the candidacy period, as a result of the emergence of the Pandemic and wanting to synchronize the work of Eleusis 2021 with corresponding actions worldwide, it was proposed to digitize targeted building infrastructure that is part of the architectural or industrial heritage, to use in digital versions of artistic actions as virtual reality.</p>
<p>Renovation and activation of new part of the <i>Old Railway Station</i> and its transformation into office spaces (Completed project-2019)</p>	<p>Renovation and activation of the <i>Old Town Hall</i> building for operation as an information office, shop and Documentation &amp; Legacy Center for the Company and, alternatively, as a multi-purpose space for different events based on the needs of the programme (In progress, after being delayed due to a sponsorship problem, Eleusis 2021 also undertook, with its own means and the partial contribution of the Municipality in works, New Target Year: 2021)</p>
<p>Renovation and Activation of a private building as <i>Offices of the Company</i>, under Axis A, which concerns the Development of New Smaller Infrastructures and operational spaces for Eleusis 2021 in order to carry out its works and activities. The project has been completed, with resources and management from the Directorate of Premises &amp; Infrastructure of Eleusis 2021. (Completed project-2019)</p>	<p>Lease of private space in the city center (Laskou Building (Eleusis 2021 Headquarters) for the creation of the <i>Company's Administration Building</i> for 40 people and a multipurpose hall on the ground floor for the good communication of the company's programme (In progress, Target Year: 2021)</p>
<p>Activation of the former <i>Canteen</i> building for hosting activities, small exhibitions and co-housing with the neighboring Eleusis Cinema Club (KLE), in order to enhance the activation of the coastal front.</p>	<p>Activation of the <i>Old Railway Station</i> complex and the surrounding area as a hub for seminar programs and the horizontal actions of the Artistic Programme and strengthening the relationship with the public. (In progress - in parallel with the configuration of the new Administration Offices, Target Year: 2021)</p>
<p>Activation and landscaping of the coastal front for the location development of actions. Use of outdoor areas. (In progress, in collaboration with the competent body - EPA)</p>	<p>Reactivation of the former <i>Canteen</i> Building and landscaping of the property to host activities, small exhibitions and co-housing with the neighboring Eleusis Film Club (KLE), in order to enhance the activation of the coastal front. (Problem in finding a sponsor for the undertaking of the Technical Project-Delay, New Target Year: B '2021)</p>
<p>Activation of <i>common-use areas</i> for hosting ephemeral actions of the programme (In progress, in collaboration with the Municipality and the respective competent bodies)</p>	<p>Activation and use of a <i>new multi-purpose leased space</i> hat will house multiple actions of the programme, and to replace the 3 Warehouses within the Old Olive Mill complex. (Responsibility undertaken by Municipality-Delay, New Target Year: B' 2021)</p>
<p>Improving the existing cultural buildings in terms of infrastructure, in the context of hosting Eleusis 2021 actions (In progress. An implemented example is the <i>E.K.E.D.A.</i> building – Eleusis-West Attica Labor Center).</p>	<p>Activation and landscaping of the Administration building and, as much as possible, the other indoor venues of the <i>Old Olive Mill</i> for event hosting. (Assumption of responsibility by the Bank/owner and by the HMCS, coordinated by the Municipality - Delayed, New Target Year: 2023).</p>
<p>Activation of empty spaces of other use, and their transformation into spaces hosting cultural activity (In progress. A realized example is the former store <i>"Orala Eleni,"</i> which was transformed into a space for art workshops, meetings and other cultural activities).</p>	<p><i>Dogteeth:</i> Concerns an old quarry and the goal is to create an original Landscape Theater, as a remnant of the city's Industrial History and as a monument of Industrial Heritage. Investigation and activation of the spaces that the Company strategically wants to promote in terms of the consolidation of their use and their activation as spaces of culture. (Target Year: 2023).</p>
<p>Activation of Public School Complexes for the implementation of artistic actions (<i>1st Elementary School</i> - Attiko School of Ancient Drama , <i>3rd Elementary School</i> - Synikismos Festival)</p>	<p><i>City Tower Clock:</i> Restoration of the city's Landmark Clock, located within the Archaeological Site and its activation for hosting actions of the artistic programme. (Target Year: 2022).</p>
<p>Renovation of the existing buildings of the former industrial facility <i>IRIS</i> and their reopening as multipurpose spaces, with a canteen and ancillary facilities. (Delay due to licensing procedures, etc., Bid Book, New Target Year: 2023).</p>	<p><i>Eleusis – Former Cinema:</i> Renovation and conversion of the entire building installation of the former “Eleusis” cinema into a multi-purpose space for cultural events, screenings and visual &amp; performing arts, but also as space for workshops and creative employment. (Target Year: 2022).</p>
<p>Renovation and opening of the main building of the <i>Eleourgiki</i> complex as a multipurpose venue, with a permanent theatrical stage with a capacity of 300 seats, separate multipurpose and auxiliary spaces. (Delay – Although it was initially decided to launch the project after the title year, the competent body—namely the Decentralized Administration of Attica—is speeding up the licensing and implementation process, Bid Book, New Target Year: 2023)</p>	<p><i>Machu Picchu – Kaminia:</i> Activation of outdoor space with ruins of old “kaminia” (kilns), as a new space for cultural activities related to the pillar of the Environment – Ecoculture. (Target Year: 2021).</p>
<p>Renovation and activation of the <i>Old City Hall</i> building, for the operation of an information office, a shop and a Documentation &amp; Legacy center for the Company, and its utilization as a multipurpose space for various events, based on the needs of the programme (in progress, after being delayed due to a sponsorship problem, and Eleusis 2021 undertook the works, with its own means and the partial assistance of the Municipality, New Target Year: 2021).</p>	<p><i>Oasis – former Camping:</i> Activation of the outdoor space of the former Camping site, as a new venue for outdoor cultural activities, related to the pillar of the Environment – Ecoculture. (Target Year: 2022)</p>
<p>Activation and landscaping of the Administration building and, as much as possible, the other indoor venues of the <i>Old Olive Mill</i> for event hosting. (Assumption of responsibility by the Bank/owner and by the HMCS, coordinated by the Municipality - Delayed, New Target Year: 2023).</p>	<p><i>Olympic Baths:</i> Activation of an abandoned site for an Olympic swimming pool project, as a new venue for open cultural activities (Target Year: 2022).</p>
<p><i>PYRKAL</i> – former industrial facility for the manufacture of ammunition, facilities of high architecture and industrial value. The building facilities of the old factory of <i>PYRKAL</i>, which is now abandoned, could be used as cultural spaces to host multiple activities of the Company, such as art exhibitions, theatrical stage configurations, etc. (Bid Book, New Target Year: 2023)</p>	<p><i>PYRKAL</i> – former industrial facility for the manufacture of ammunition, facilities of high architecture and industrial value. The building facilities of the old factory of <i>PYRKAL</i>, which is now abandoned, could be used as cultural spaces to host multiple activities of the Company, such as art exhibitions, theatrical stage configurations, etc. The use of the space is still problematic, as the stakeholders have not yet reached an agreement. Until recently, the project was considered unlikely, but after a recent government decision to use a similar space within the city limits of Athens, hopes for the restoration and use of the property were revived. (Bid Book, New Target Year: 2023)</p>
<p>It concerns the creation of the <i>Fab Lab</i> workshop infrastructures, as well as other smaller ones, in order to establish a new Hub for the Center for Modern Capacity Building, etc. The workshop for digital fabrication and beyond, will include state-of-the-art equipment for fabrications ranging from electronic boards, 3D printing and clothes with integrated electronic circuits, to carpentry works and small-scale metal processing. It includes educational programs for different age groups and knowledge directions, but also for vulnerable groups, as well as participants in working focus groups for the production of objects. Specifically, there will be courses on digital design and the production of everyday objects, 3D ceramic printing, the basic principles of digital construction for professionals/students/amateurs of all ages, digital weaving, etc. The creation of this space is part of Axis A, which concerns the Creation of the Fab Lab workshop infrastructure and other smaller infrastructure. The site is considered a Flagship and is a commitment from the Bid Book. The location is pending based on a Municipal Decision.</p>	<p>It concerns the creation of the <i>Fab Lab</i> workshop infrastructures, as well as other smaller ones, in order to establish a new Hub for the Center for Modern Capacity Building, etc. The workshop for digital fabrication and beyond, will include state-of-the-art equipment for fabrications ranging from electronic boards, 3D printing and clothes with integrated electronic circuits, to carpentry works and small-scale metal processing. It includes educational programs for different age groups and knowledge directions, but also for vulnerable groups, as well as participants in working focus groups for the production of objects. Specifically, there will be courses on digital design and the production of everyday objects, 3D ceramic printing, the basic principles of digital construction for professionals/students/amateurs of all ages, digital weaving, etc. The creation of this space is part of Axis A, which concerns the Creation of the Fab Lab workshop infrastructure and other smaller infrastructure. The site is considered a Flagship and is a commitment from the Bid Book. The location is pending based on a Municipal Decision.</p>
<p>Activation of many public open spaces for hosting artistic activities. Indicatively: <i>Coastal Front</i>: Stock, <i>Iroon Square</i>: Participatory Ephemeral Monument, <i>Neolalas Square</i>: Origami, <i>Mikrasiaton Square</i>: Synikismos Festival, <i>Agia Markella Square</i>: Beforelight, <i>Railway Station garden</i>: Skatepark Event, <i>various outdoor spaces</i>: European Music Day, <i>Agios Nikolaos churchyard</i>: Nights of Slowness, etc.</p>	<p>Construction of a modern <i>Skate Park</i> with the aim of creating an outdoor pole of attraction for young people both in Eleusis and in the wider area. This action will be accompanied by additional artistic events in the area, related to the environment, the activation of the public and the promotion of tourism.</p>
COLOR LEGEND	ACHIEVEMENTS



	DIFFICULTIES
	CHALLENGES 2021-2023
ABBREVIATIONS	
Decentralized Administration of Attica	DAA
Greek National Tourism Organization	GNT0
Conference Hall (Labour Union Building)	EKEDA
Hellenic Ministry of Culture and Sports	HMCS
Municipal Body	KEDE
Eleusis Cinema Club	KLE
National Bank of Greece	NBG
Eleusis Port Authorities	OLE
Public Employment Service	OAED
Municipal Body for Culture	PAKPPA

ANNEX 3.2 LOCATION PLANNING - 2021																									
A/A	SPACES	PLAN A (COMPETENT BODY- READINESS)	PLAN B	REQUIRES INVESTIGATION	REQUIRES MARKET RESEARCH FOR LEASE	REQUIRES SPECIAL STUDY	TECHNICAL CHARACTERISTICS						RELATION TO THE ARTISTIC PROGRAMME											YEARS OF USE	
							OUTDOOR SPACE	INDOOR SPACE	SIZE OF PLAN A	SIZE OF PLAN B	SITTED CAPACITY	USE-READY DEGREE	VISUAL ARTS PERFORMING ARTS	MUSIC	SCREENINGS	CONFERENCES	EDUCATIONAL	LABS	WORKSHOPS	SYMPOSIUMS	ECO CULTURE	ARTIST ACCOMMODATION UNFORESEEN USES			
MAIN SPACES																									
1	IRIS	OAED + MUNICIPALITY	ELEUSIS FORMER CINEMA	NO	YES	NO	•	•	1,100 sqm	950 sqm	300	1	•	•	•	•	•					•		2023	
2	ELEOURGIKI - MAIN HALL	MUNICIPALITY	INVESTIGATION	NO	YES	NO	•	•	1,400 sqm		300	3	•	•	•	•	•	•	•	•	•	•	•	•	2023
3a	OLD OLIVE MILL_ OPEN THEATER + OUTDOOR SPACES	MUNICIPALITY		NO	NO	NO	•				2200	5	•	•	•	•						•		2016-2023	
3b	OLD OLIVE MILL_ STORAGE + ADMINISTRATION	HMCS + NBG	BOWLING	NO	YES	NO	•		1,100 sqm + 900 sqm	900 sqm		1	•	•	•	•	•	•	•	•	•		•	2022-2023 (just the Storage)	
4a	ARCHAEOLOGICAL SITE	HCMS + EFADA		NO	NO	NO	•					5	•	•	•	•		•				•	•	2016-2023	
4b	CITY TOWER CLOCK	MUNICIPALITY		NO	NO	NO	•					1		•	•									B' 2022	
4c	AGIOS NIKOLAOS - TITAN	HCMS + EFADA		NO	NO	NO	•					5	•	•	•	•		•				•	•	2016-2023	
5	DOGTEETH - TITAN (former quarry, a unique LANDSCAPE THEATER)	GREEK STATE + PRIVATE INDIVIDUAL	INVESTIGATION	COMMISSION by Eleusis 2021	NO	COMMISSION by Eleusis 2021	•					-	•	•	•	•	•					•	•	ASAP	
6	ELEUSIS - FORMER CINEMA	MUNICIPALITY + PRIVATE INDIVIDUAL		OWNER	NO	OWNER	•		950 sqm		300	-	•	•	•	•	•	•	•	•	•	•	•	•	B' 2022
7	Multi-purpose Space (former Bowling)		MUNICIPALITY + PRIVATE	MUNICIPALITY	YES	MUNICIPALITY	•	•	900 sqm			-	•	•	•	•		•		•	•		•	B' 2022	
8	MACHU PICCHU - KAMINIA (Adjacent area Eucalyptica)	MUNICIPALITY + PRIVATE INDIVIDUAL		COMMISSION by Eleusis 2021	NO	COMMISSION by Eleusis 2021	•		5,200 sqm +11,000 sqm			-	•	•	•	•		•		•	•	•	•	•	2021
9	OASIS (former GNTO camping - Eleusis)	MUNICIPALITY + NBG		LETTER FROM Eleusis 2021	NO	LETTER from Eleusis 2021	•		9,000 sqm +11,000 sqm			-	•	•	•	•		•		•	•	•	•	•	2021 (for part of the Municipality)
INDOOR SPACES FOR AUXILIARY USE																									
10	Old City Hall	Eleusis 2021	•	NO	NO	NO	•	•	200 sqm			1	•		•	•		•		•			•	2021-2023	
11	OLE Canteen	Eleusis 2021	•	NO	NO	NO	•	•	200 sqm			3	•	•	•	•				•	•	•	•	•	2022-2023
12	Old Train Station - OSE (ground floor in use)	Eleusis 2021	•	NO	NO	NO	•	•	100 sqm			5	•	•	•	•		•	•	•	•	•	•	•	2016-2023
13	L. Kanelopoulos Exhibition Center (+outdoor small theater)	PAKPPA	•	NO	NO	NO	•	•	300 sqm		200	5	•	•	•	•		•		•			•	•	2016-2023
14	Fab Lab - Pottery Kiln	MUNICIPALITY + Eleusis 2021 + PRIVATE (TITAN)		NO	NO	COMMISSION by Eleusis 2021	•		200 sqm			-						•	•	•				•	2021
OUTDOOR SPACES FOR AUXILIARY USE																									
15	Olympic Baths (Swimming Pool - under construction)	MUNICIPALITY		COMMISSIONING BY Eleusis 2021	NO	COMMISSIONING BY Eleusis 2021	•	•				-			•	•	•						•	2022	
16	"FONIAS" PLATFORM - OLE (Port Authorities)	OLE		NO	NO	NO	•					5	•	•	•	•		•				•		•	2016-2023
17	OLE space opposite KRONOS	OLE		NO	NO	NO	•					3	•	•	•	•							•	•	2016-2023
18	Vlycha	OLE		NO	NO	NO	•					3	•	•	•							•	•	•	2016-2023
19	Eutaxia's Villa - Shipwreck	FOUNDATION		LETTER BY Eleusis 2021	NO	NO	•	•				-	•	•	•	•	•	•	•	•	•	•	•	•	Occasionally
OTHER POP-UP SPACES																									
A. Squares and Outdoor Spaces																									
A.1	Iroon Polytechniou Square	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•					•		•		
A.2	Laou Square	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•					•		•	2016-2023	
A.3	Neolaias Square	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•					•		•	•	2016-2023
A.4	Agiou Nikolaou/Ierofanton Square	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•					•	•	•	•	2016-2023
A.5	New Regional Square	DAA		NO	NO	NO	•					3			•								•	•	2020-2023
A.6	Pezodromos Nikolaidou	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•							•	•	2016-2023
A.7	Magoula Square and Park	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•					•	•	•	•	2016-2023
A.8	Agiou Dimitriou Square (Kalymbaki)	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•					•		•	•	2016-2023
A.9	Traffic Education Park/outdoor, small theater for video projections	MUNICIPALITY + KEDE		NO	NO	NO	•				200	5				•	•						•	•	2016-2023
A.10	KAPI & KAPI Square for residences	MUNICIPALITY + PAKPPA		NO	NO	NO	•	•				3									•	•	•	•	2016-2023
A.11	Peisistratous/Meledima Plot Area	KT.YTL. + MUNICIPALITY		NO	NO	NO	•					4	•	•	•	•							•	•	2016-2023
A.12	Ioannou Agathou & Dimitros Plot Area	MUNICIPALITY		NO	NO	NO	•					4	•	•	•	•							•	•	2016-2023
A.13	City Hall Outdoor Space	MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•							•	•	2016-2023
A.14	IRIS Outdoor Space	MUNICIPALITY		NO	NO	NO	•					3	•	•	•	•		•		•	•		•	•	2016-2023
A.15	Outdoor Space - former quarry (Profitis Ilias)	NO		NO	NO	NO	•					-	•	•	•	•							•	•	2016-2023
A.16	Agia Marina Outdoor Space - Aspropyrgos	OTHER MUNICIPALITY		NO	NO	NO	•					5	•	•	•	•							•	•	2016-2023
A1. Gardens																									
A.1.1	Old Railway Station - OSE	Eleusis 2021		NO	NO	NO	•					5	•	•	•	•		•	•	•	•	•	•	•	2016-2023
A.1.2	Morfopoulos Residence	MUNICIPALITY		NO	NO	NO	•					-	•	•	•							•	•	•	2022
A.1.3	Laskou Building (Eleusis 2021 Headquarters)	Eleusis 2021		NO	NO	NO	•					2	•	•	•	•		•		•		•	•	•	2021-2023
B. Schools (in periods of non-operation)																									
B.1	1st Elementary School of Eleusis	MUNICIPALITY + SCHOOL		NO	NO	NO	•	•				4	•	•	•	•		•		•	•		•	•	2016-2023
B.2	3rd Elementary School of Eleusis	MUNICIPALITY + SCHOOL		NO	NO	NO	•	•				4	•	•	•	•		•		•	•		•	•	2016-2023
B.3	2nd-4th High School of Eleusis	MUNICIPALITY + SCHOOL		NO	NO	COMMISSIONING BY Eleusis 2021	•	•				4	•	•	•	•	•	•	•	•	•		•	•	2016-2023
C. Multiple-Use School Rooms (in periods of non-operation)																									
C.1	Multi purpose Hall in the 2nd-4th High School of Eleusis	MUNICIPALITY + SCHOOL		NO	NO	COMMISSIONING BY Eleusis 2021	•	•				4	•	•	•	•	•	•	•	•	•	•	•	•	2016-2023
C.2	Multi purpose Hall in the 1st-3rd High School of Eleusis	MUNICIPALITY + SCHOOL		NO	NO	COMMISSIONING BY Eleusis 2021	•	•				4	•	•	•	•	•	•	•	•	•	•	•	•	2016-2023
C.3	Multi purpose Hall in the 7th Elementary School of Eleusis (Kalymbaki)	MUNICIPALITY + SCHOOL		NO	NO	NO	•	•				4	•	•	•	•		•		•			•	•	2021-2023
D. Courts, Stadiums & Sports Spaces																									
D.1	Indoor Gym of the 2nd-4th High School of Eleusis	MUNICIPALITY + SCHOOL		NO	NO	COMMISSIONING BY Eleusis 2021	•	•			300	4	•	•	•	•	•	•	•	•	•	•	•	•	2016-2023
D.2	1st Municipal Indoor Gym of Eleusis "Andreas Daskalakis"	MUNICIPALITY		NO	NO	COMMISSIONING BY Eleusis 2021	•	•			270	3	•	•	•	•	•	•	•	•	•	•	•	•	2016-2023
D.3	Eleusis Stadium	MUNICIPALITY		NO	NO	COMMISSIONING BY Eleusis 2021	•				1600	3	•	•	•								•	•	2016-2023
D.4	Kalymbaki Stadium	MUNICIPALITY		NO	NO	COMMISSIONING BY Eleusis 2021	•					3	•	•	•	•							•	•	2016-2023
D.5	Sports Venues A.S. DIMITRA - Eleourgiki	MUNICIPALITY + PRIVATE INDIVIDUAL		MUNICIPALITY	YES	COMMISSIONING BY Eleusis 2021	•	•			300	4	•	•	•	•	•	•	•	•	•	•	•	•	2016-2023
D.6	Shooting Club of Eleusis	MUNICIPALITY + PRIVATE INDIVIDUAL		MUNICIPALITY	YES	NO	•	•				3	•	•	•	•		•		•	•		•	•	2016-2023
D.7	Eleourgiki Basketball Training Center	MUNICIPALITY	?	MUNICIPALITY	YES	COMMISSIONING BY Eleusis 2021	•		780 sqm			5	•	•	•	•	•	•	•	•	•	•	•	•	2023
E. Spaces for Cultural Use																									
E.1	PAKPPA "Steki" Hall	PAKPPA		NO	NO	NO	•				80	5					•	•		•			•	•	2016-2023
E.2	PAKPPA Postgraduate Hall, 2nd floor	PAKPPA		NO	NO	NO	•				80	5						•	•	•	•		•	•	2016-2023
E.3	Ground floor of Eleusis Town Hall (Lobby-Atrium)	MUNICIPALITY		NO	NO	NO	•					5	•				•						•	•	2016-2023
E.4	Eleusis Municipal Council Hall	MUNICIPALITY		NO	NO	NO	•					5						•						•	2016-2023
E.5	Environmental Education Center	MUNICIPALITY + SCHOOL		NO	NO	NO	•					3						•					•	•	2016-2023
E.6	Eleusis Open Air Cinema - KLE (Eleusis Cinema Club)	KLE		NO	NO	NO	•				200														

**ANNEX 3.3 LIST OF INFRASTRUCTURE PROJECTS**

		TECHNICAL CHARACTERISTICS OF SPACE					TECHNICAL CHARACTERISTICS OF PROJECT										
SPACES - PROJECTS		DESCRIPTION	SIZE	OUTDOOR SPACE	INDOOR SPACE	READY-TO-USE DEGREE (0-6)	YEAR THAT THE PROJECT STARTED	PROJECT COMPLETION YEAR	PROJECT	PROJECT DEVELOPMENT	PROJECT MANAGER	PROJECT COSTS (CAPITAL COSTS)	EXPERIENCE FROM USE	SPECIAL SPACE STUDY	FULL PICTURE OF OPERATING COSTS OR ANALYTICAL BP	ART PROJECTS THAT HAVE ALREADY BEEN DEVELOPED THERE	PROPERTY STATUS
1	IRIS (Bld Book)	Restoration of the existing buildings of IRIS and reopening as a multipurpose space, with a canteen and ancillary facilities within <b>Axe B</b> , which concerns the <b>Utilization of Industrial Heritage</b> . The total installation will be transformed into a new Pole of Culture, which will be able to accommodate almost all of the types of activities specified in the artistic programme of the Company and in the Legacy Study. The site is considered a <b>Flagship</b> and this project is a commitment from <b>Bld Book</b> .	1,100 sqm	●	●	0	2016	2023	<b>RESTORATION</b> Complete restoration of 2 listed buildings and their conversion into a multipurpose room & auxiliary function space.	DELAY	MUNICIPALITY		NO	YES	NO		OAED, PROGRAMMED CONCESSION TO MUNICIPALITY
2	ELEOURGIKI - MAIN HALL (Bld Book)	High-rise single room that is an old Industrial site and is used as a multipurpose hall. Renovation and operation of the main building of the complex of Eleourgiki as a multipurpose space, with a permanent theatrical stage of 300 seats, individual multipurpose spaces and auxiliary spaces, within <b>Axe B</b> , which concerns the <b>Utilization of Industrial Heritage</b> . It should be noted that while the project was postponed, the latest information from the Municipality (04/2021) indicates that the project will start in the second half of 2021, with the aim of completing on 01/2023. The site is considered a <b>Flagship</b> and this project is a commitment from the Bld Book.	1,400 sqm	●	●	4	2016	2023	<b>RENOVATION</b> Renovation of the main hall and its conversion into a space with multiple possibilities. Perimeter multipurpose spaces.	DELAY	MUNICIPALITY - regional ADMINISTRATION		YES	YES	YES		ETAD, CONCESSION TO MUNICIPALITY UNTIL 2025
3	OLD OLIVE MILL - ADMINISTRATION BUILDING & WAREHOUSES	The <b>Administration</b> building is located within the wider property of the <b>Old Olive Mill</b> and consists of 3 floors, each 300 sqm. In the same space, there are also three ground-floor stone <b>Warehouses</b> . They are a former part of an industrial complex and have already had cultural use and their immediate restoration is required in order to become sustainable spaces again. Restoration and reactivation of the Administration building and the 3 Warehouses located within the Old Oil Mill to host activities of the artistic programme, within the framework of <b>Axe B</b> , concerning the <b>Utilization of Industrial Heritage</b> . At present, only the outdoor areas - mainly as exhibition spaces - and the large open-air theater during the summer and autumn seasons, are used.	2,000 sqm		●	0	2018	?	<b>RESTORATION</b> Complete restoration of 1 listed three-floor building and 3 ground-floor warehouses & their conversion into multipurpose rooms.	DELAY	HMCS - NBG (transaction in progress, with monitoring of the projects on the Municipality, which will own the Administration building)		YES				HMCS - NBG
4	CITY TOWER CLOCK	The City Tower Clock is located within the boundaries of the archeological site, at the highest point of the hill. It is a landmark of Eleusis and is in the process of restoration. Restoration of the City Tower Clock, located within the Archaeological Site and its activation for hosting actions of the artistic programme, within <b>Axe B</b> , which concerns the <b>Utilization of Architectural Cultural Heritage</b> and acceleration of works of other bodies. The site is considered a <b>Flagship</b> and was added to Eleusis 2021 planning in 2020.		●		1	2020	2022	<b>RESTORATION</b> Structural restoration and maintenance of metal railings.	IN PROGRESS	MUNICIPALITY		NO				MUNICIPALITY
5	DOGTTEETH - TITAN (former quarry, a unique LANDSCAPE THEATER)	It is an Industrial monument (former quarry) which, with its activation as a place of cultural activity, will be transformed into a modern landmark of the city, a unique Landscape Theater.		●		*	2020	?	<b>NEW DEVELOPMENT</b> Configuration of a new open Landscape Theater.	TO INVESTIGATE	GREEK STATE + Eleusis 2021		NO		NO		VARIOUS UNKNOWN OWNERS



6	<b>ELEUSIS (former Cinema)</b> (Bld Book)	It concerns a building with high architectural significance in the city's commercial center. It was built to function as a cinema and with its renovation it can accommodate multiple artistic activities.	960 sqm	●		*	2016	B' 2022	<b>RENOVATION</b> Renovation of the main hall and its conversion into a space with multiple possibilities. Perimeter multipurpose spaces.	DELAY	MUNICIPALITY		NO	YES	NO		PRIVATE PROPERTY AVAILABLE TO PURCHASE
7	<b>Multipurpose Single Space</b> (formerly Bowling)	The activation of a new private area, conceded by the Municipality of Eleusis, to replace the 3 Warehouses located inside the Old Olive Oil Mill to host activities of the artistic programme. The activation of this space can be a <b>new Cultural Infrastructure Legacy</b> for the City, according to <b>Axe A</b> of the Strategy of the Directorate of Premises & Infrastructure.	900 sqm	●	●	*	2020	B' 2021	<b>NEW DEVELOPMENT</b> Configuration of new indoor space of multiple possibilities.	DELAY	MUNICIPALITY		NO		ESTIMATION		PRIVATE PROPERTY AVAILABLE TO LEASE
8	<b>MACHU PICCHU - KAMINIA</b> (Adjacent area Eucalyptica)	Outdoor area with vegetation and ruins of old kilns. It is adjacent to an industrial area. Activation of outdoor space with ruins of old kilns as a new space for open cultural activities related to the pillar of the Environment - <b>Ecooculture</b> . This space, which is considered a <b>Flagship</b> , was added to the programming of Eleusis 2021 in 2020, as part of <b>Axe B</b> , which concerns the <b>activation of abandoned spaces</b> for the needs of the artistic programme.	11,000 sqm	●		*	2020	2021	<b>NEW DEVELOPMENT</b> Configuration of new outdoor space of multiple possibilities.	TO INVESTIGATE	MUNICIPALITY		NO		ESTIMATION		regional ADMINISTRATION, TITAN, MUNICIPALITY UNDER INVESTIGATION
9	<b>OASIS</b> (former Eleusis GNT0 Camping)	Outdoor area with intense vegetation and abandoned infrastructure from previous use as a Camping site. Activation of outdoor space of former Camping as a new space for open cultural activities related to the pillar of the Environment - <b>Ecooculture</b> . This space, which is considered a Flagship, was added to the programming of Eleusis 2021 in 2020, as part of <b>Axe B</b> , which concerns the <b>activation of abandoned spaces</b> for the needs of the artistic programme.	9,000 sqm	●		*	2020	2021	<b>NEW DEVELOPMENT</b> Configuration of new outdoor space of multiple possibilities.	TO INVESTIGATE	MUNICIPALITY + NBG		NO		ESTIMATION		NBG, MUNICIPALITY, OTHERS
10A	Laskou Building - <b>Eleusis 2021 Headquarters</b>	Renovation and Activation of a private building as Offices of the Company, within <b>Axe A</b> , which concerns the <b>Development of New Smaller Infrastructures and operational spaces</b> for Eleusis 2021 in order to carry out its works and activities. The project has been completed, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021.	160 sqm		●	5	2018	2019	<b>RENOVATION</b> Renovation of a building floor and its conversion into office space.	READY	Eleusis 2021	40,000,00 €	YES	YES	YES		
10B	Laskou Building - Eleusis 2021 Headquarters – Extension of offices & <b>multiple use space</b>	A three-floor modern building that already houses the Company's headquarters and is about to host the entire company. The ground floor is also planned to host small artistic activities.	350 sqm	●	●	4	2019	2021	<b>RENOVATION</b> Renovation of three-floor building and its conversion to office space and a multipurpose hall.	IN PROGRESS	Eleusis 2021	60,000,00 €	YES	YES	YES		

11	Old City Hall (Bld Book)	Two-floor classical building inside the archeological site, on the main pedestrian street of Eleusis. After its renovation, it will host the Company's Info point, the Shop, the Legacy center and a small Multipurpose Hall. Renovation and Activation of the Old City Hall as an Information center for Eleusis 2021 (Info Kiosk), a Documentation & Legacy Center and a Shop for Eleusis 2021 Signature Items. It will also serve horizontal actions of the Programme and the strengthening of the relationship with the public, as part of Axis A, which concerns the Development of New Smaller Infrastructures and operational spaces for Eleusis 2021. In order to carry out its works and activities, and other types of programs (educational, workshops, lectures, smaller exhibitions, screenings, shops, documentation center, etc.), as well as part of Axis B, which concerns (1) spaces that are developed or reactivated thanks to the undertaking of the Institution of Eleusis 2021 by Eleusis and (2) legacy programs for the city and the wider area. The site is considered a Flagship and this project is a commitment from the Bid Book. The project is in progress, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021.	200 sqm	●	●	1	2016	2021	RENOVATION Renovation of two-floor building and its conversion to an information center, shop, Legacy center and multipurpose hall.	IN PROGRESS	Eleusis 2021	80.000,00 €	NO	YES	YES		CONCESSION TO Eleusis 2021
12	OLE Canteen (Bld Book)	Ground floor building on the seefront, in direct relation to the city's open summer cinema. It consists of a single hall with multiple capabilities and auxiliary spaces. It is a modern Landmark of the city and a pole of attraction for young people. It was used for a number of years by Eleusis 2021 with various maintenance work already put it, until 2020, when it was deemed unsuitable due to technical problems. The intention of Eleusis 2021 is its complete restoration and conversion into a multipurpose space.	200 sqm	●	●	3	2016	2022	RENOVATION Renovation of the building into a multipurpose hall.	DELAY	Eleusis 2021	70.000,00 €	YES	YES	YES		CONCESSION TO Eleusis 2021
13A	Old Railway Station - OSE (Bld Book)	The yard of the former railway station of OSE, hosting the offices of the artistic directorate, is an outdoor exhibition space used for the directorate and other events. Part of the total building is used for the Company's offices and small events within the artistic programme, after its activation and renovation by Eleusis 2021.	100 sqm	●	●	5	2016	2019	RENOVATION Renovation of part of the building and its conversion into office spaces and an outdoor multipurpose area.	READY	Eleusis 2021	40.000,00 €	YES	YES	YES		CONCESSION OF PART TO Eleusis 2021
13B	Old Railway Station - OSE (Bld Book)	Renovation and Activation of a two-floor part of the Old Railway Station as a hub for the seminar programs and the horizontal actions of the Programme and for strengthening the relationship with the public, as part of Axis A, which concerns the Development of New Smaller Infrastructures and operational spaces for Eleusis 2021 in order to carry out its work and activities as well as other types of programs (educational, workshops, lectures, smaller exhibitions, screenings, shops, Legacy center, etc.), as well as part of Axis B, which concerns (1) spaces that are developed or reactivated thanks to the undertaking of the Institution of Eleusis 2021 by Eleusis and (2) legacy programs for the city and the wider area. The project has been proposed by Eleusis 2021 to be started and completed by the Municipality of Eleusis and OSE.	100 sqm	●	●	0	2016	?	RENOVATION Renovation of part of the building and its conversion into spaces for cultural activities.	TO INVESTIGATE	MUNICIPALITY+ OSE		NO	YES	NO		CONCESSION TO MUNICIPALITY BY OSE
14	L. Kanellopoulos Exhibition Center	Indoor exhibition space on two floors. The garden of the building is an outdoor exhibition space of 600 sqm. In the surrounding area there is also an open-air small theater with a capacity of 200 seats.	300 sqm	●	●	5			X	READY	MUNICIPALITY		YES		PAKPPA		PAKPPA, MUNICIPALITY

15	Fab Lab - Pottery Kiln (Bld Book)	It concerns the creation of the Fab Lab workshop infrastructures, as well as other smaller ones, in order to establish a new Hub for the Center for Modern Capacity Building, etc. The workshop for digital fabrication and beyond, will include state-of-the-art equipment for fabrications ranging from electronic boards, 3D printing and clothes with integrated electronic circuits, to carpentry works and small-scale metal processing. It includes educational programs for different age groups and knowledge directions, but also for vulnerable groups, as well as participants in working focus groups for the production of objects. Specifically, there will be courses on digital design and the production of everyday objects, 3D ceramic printing, the basic principles of digital construction for professionals/students/amateurs of all ages, digital weaving, etc. The creation of this space is part of Axis A, which concerns the Creation of the Fab Lab workshop infrastructure and other smaller infrastructure. The site is considered a Flagship and is a commitment from the Bld Book. The location is pending based on a Municipal Decision.	700-1,000 sqm			●	4	2016	2022	<b>DEVELOPMENT</b> New configuration of appropriate space into a creative workshop (Fab Lab) and a Ceramics Kiln.	DELAY	MUNICIPALITY - regional ADMINISTRATION		YES	YES	YES		OAED, regional ADMINISTRATION
16	Olympic Baths	It is an abandoned project, designed as a swimming pool of Olympic standards, with auxiliary spaces in an early construction phase (construction site). Activation of an abandoned site of an Olympic swimming pool, as a <b>new space for open cultural activities</b> . This space, which is considered a <b>Flagship</b> space, was added to the planning of Eleusis 2021 in 2020, in the framework of <b>Axis B</b> , which concerns the <b>activation of abandoned spaces</b> for the needs of the artistic programme.			●	●	*	2020	2022	<b>NEW DEVELOPMENT</b> New configuration and use of abandoned infrastructure for multiple purposes.	TO INVESTIGATE	MUNICIPALITY		NO	YES	NO		MUNICIPALITY
17	PYRIKAL (Bld Book)	The building facilities of the old factory of PYRIKAL, which is now abandoned, could be used as exhibition spaces to host multiple activities of the Company, such as art exhibitions, a theatrical stage, etc. The site is in a problematic position as the stakeholders are unable to reach an agreement, while it is worth noting that this project is a commitment from the Bld Book, under Axis B, which concerns the Utilization of Industrial Heritage.	1,500 sqm			●	*	2016	?	<b>RENOVATION</b> Renovation of an arched room and its conversion into a space with multiple capabilities.	TO INVESTIGATE	HMCS + MUNICIPALITY		NO	YES	NO		HMCS - MUNICIPALITY

COLOR LEGEND	
	PENDING - OVERDUE 2021
	IN PROGRESS
	IMPLEMENTED
	TO INVESTIGATE

ABBREVIATIONS	
Decentralized Administration of Attica	DAA
Greek National Tourism Organization	GNTO
Conference Hall (Labour Union Building)	EKEDA
Hellenic Ministry of Culture and Sports	HMCS
Municipal Body	KEDE
Eleusis Cinema Club	KLE
National Bank of Greece	NBG
Eleusis Port Authorities	OLE
Public Employment Service	OAED
Municipal Body for Culture	PAKPPA



ANNEX 3.4 STATE OF PROGRESSOF ALL NECESSARY INFRASTRUCTURE FOR THE IMPLEMENTATION OF THE TITLE YEAR		
Specific Objective	Eleusis 2021 _ Report Period (2017-2021)	Eleusis 2023 _ Report Period (2021-2023)
1. Strengthening and expansion of Cultural Infrastructure	<b>IRIS</b> <i>Competent Implementation Institution: OAED + Municipality</i> Restoration of the existing buildings of <b>IRIS</b> and reopening as a multipurpose space, with a canteen and ancillary facilities within <b>Axle B</b> , which concerns the <b>Utilization of Industrial Heritage</b> . The total installation will be transformed into a new Pole of Culture, which will be able to accommodate almost all of the types of activities specified in the artistic programme of the Company and in the Legacy Study. The site is considered a <b>Flagship</b> and this project is a commitment from <b>Bld Book</b> .	<b>City Tower Clock</b> <i>Competent Implementation Institution: Municipality</i> Restoration of the <b>City Tower Clock</b> , located within the Archaeological Site and its activation for hosting actions of the artistic programme, within <b>Axle B</b> , which concerns the <b>Utilization of Architectural Cultural Heritage</b> and acceleration of works of other bodies. The site is considered a <b>Flagship</b> and was added to Eleusis 2021 planning in 2020.
	<b>Eleourgikl</b> <i>Competent Implementation Institution: Regional Administration + Municipality</i> Renovation and operation of the main building of the complex of <b>Eleourgikl</b> as a multipurpose space, with a permanent theatrical stage of 300 seats, individual multipurpose spaces and auxiliary spaces, within <b>Axle B</b> , which concerns the <b>Utilization of Industrial Heritage</b> . It should be noted that while the project was postponed, the latest information from the Municipality (04/2021) indicates that the project will start in the second half of 2021, with the aim of completing on 01/2023. The site is considered a <b>Flagship</b> and this project is a commitment from the <b>Bld Book</b> .	<b>Dogteeth</b> <i>Competent Implementation Institution: Municipality + Private Individual (Investigation by Eleusis 2021)</i> Concerns an old quarry and the goal is to create an original <b>Landscape Theater</b> , as a remnant of the <b>city's Industrial History</b> . Investigation and activation of the spaces that the Company strategically wants to promote in terms of the consolidation of their use and their activation as spaces of culture, under <b>Axle B</b> , which concerns the <b>Utilization of Architectural Cultural Heritage</b> . It is considered a <b>Flagship</b> space and was added to the the programming of Eleusis 2021 in 2020.
	<b>Old Olive Mill</b> <i>Competent Implementation Institution: HMCS + NBG (Municipality coordinating)</i> Restoration and reactivation of the Administration building and the 3 Warehouses located within the <b>Old Oil Milll</b> to host activities of the artistic programme, within the framework of <b>Axle B</b> , concerning the <b>Utilization of Industrial Heritage</b> . At present, only the outdoor areas - mainly as exhibition spaces - and the large open-air theater during the summer and autumn seasons, are used.	<b>Eleusla – Former Cinema</b> <i>Competent Implementation Institution: Municipality + Private Individual</i> Renovation and conversion of the entire building installation of the former " <b>Eleusla</b> " cinema into a multi-purpose space for cultural events, screenings and visual & performing arts, but also as space for workshops and creative employment, under Axis B, which concerns the Utilization of <b>Architectural Cultural Heritage</b> and the acceleration of projects of other bodies, as well as the Development of <b>New Cultural Infrastructure</b> with the utilization of inactive spaces.
	<b>Old City Hall</b> <i>Competent Implementation Institution: Eleusis 2021 (Lease + Renovation)</i> Renovation and Activation of the <b>Old City Hall</b> as an information center for Eleusis 2021 (Info Kiosk), a Documentation & Legacy Center and a Shop for Eleusis 2021 Signature items. It will also serve horizontal actions of the Programme and the strengthening of the relationship with the public, as part of <b>Axle A</b> , which concerns the <b>Development of New Smaller Infrastructures and operational spaces for Eleusis 2021</b> , in order to carry out its works and activities, and other types of programs (educational, workshops, lectures, smaller exhibitions, screenings, shops, documentation center, etc.), as well as part of <b>Axle B</b> , which concerns (1) spaces that are developed or reactivated thanks to the undertaking of the institution of Eleusis 2021 by Eleusis and (2) legacy programs for the city and the wider area. The site is considered a <b>Flagship</b> and this project is a commitment from the <b>Bld Book</b> . The project is in progress, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021.	<b>Machu-Picchu</b> <i>Competent Implementation Institution: Municipality + Private Individual (Investigation by Eleusis 2021)</i> Activation of outdoor space with ruins of old kilns as a new space for open cultural activities related to the pillar of the <b>Environment - Ecoculture</b> . This space, which is considered a <b>Flagship</b> , was added to the programming of Eleusis 2021 in 2020, as part of <b>Axle B</b> , which concerns the <b>activation of abandoned spaces for the needs of the artistic programme</b> .
	<b>OLE Canteen</b> <i>Competent Implementation Institution: Eleusis 2021 (Lease + Renovation)</i> Renovation and Activation of the old <b>Canteen</b> building and landscaping of the property, for hosting events, small exhibitions and co-habitation with the neighboring Eleusis Cinems Club (KLE-Summer Cinema), in order to enhance the activation of the coastal front, under <b>Axle A</b> , which concerns the <b>Activation of Buildings and Spaces as part of the Artistic Programme</b> . The project is underway, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021. This project is a commitment fromt he <b>Bld Book</b> .	<b>Oasis - former Camping</b> <i>Competent Implementation Institution: Municipality + NBG (Investigation by Eleusis 2021)</i> Activation of outdoor space of former Camping as a new space for open cultural activities related to the pillar of the <b>Environment - Ecoculture</b> . This space, which is considered a <b>Flagship</b> , was added to the programming of Eleusis 2021 in 2020, as part of <b>Axle B</b> , which concerns the <b>activation of abandoned spaces for the needs of the artistic programme</b> .
	<b>Old Railway Station - OSE</b> <i>Competent Implementation Institution: Eleusis 2021 (Lease + Renovation)</i> Renovation and Activation of the <b>ground floor</b> of the <b>Old Railway Station</b> complex and the surrounding area as a hub for seminar programs and the horizontal actions of the Programme, and to support the relationship with the public, as part of <b>Axle A</b> , which concerns the <b>Development of New Smaller Infrastructure and operational spaces for Eleusis 2021</b> , in order to carry out its works and activities, and other types of programs (educational, workshops, lectures, smaller exhibitions, screenings, shops, documentation center, etc.), as well as part of <b>Axle B</b> , which concerns (1) spaces that are developed or reactivated thanks to the undertaking of the institution of Eleusis 2021 by Eleusis and (2) legacy programs for the city and the wider area. The project has been completed, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021.	<b>Old Railway Station - OSE</b> <i>Competent Implementation Institution: Municipality + OSE</i> Renovation and Activation of a <b>two-floor part</b> of the Old Railway Station as a hub for the seminar programs and the horizontal actions of the Programme and for strengthening the relationship with the public, as part of <b>Axle A</b> , which concerns the <b>Development of New Smaller Infrastructures and operational spaces</b> for Eleusis 2021 in order to carry out its work and activities as well as other types of programs (educational, workshops, lectures, smaller exhibitions, screenings, shops, Legacy center, etc.), as well as part of <b>Axle B</b> , which concerns (1) <b>spaces that are developed or reactivated</b> thanks to the undertaking of the institution of Eleusis 2021 by Eleusis and (2) <b>legacy programs</b> for the city and the wider area. The project has been proposed by Eleusis 2021 to be started and completed by the Municipality of Eleusis and OSE.
	<b>Fab Lab - Ceramics Klím</b> <i>Competent Implementation Institution: Municipality (Eleusis 2021 Development)</i> It concerns the creation of the <b>Fab Lab</b> workshop infrastructures, as well as other smaller ones, in order to establish a new Hub for the Center for Modern Capacity Building, etc. The workshop for digital fabrication and beyond, will include state-of-the-art equipment for fabrications ranging from electronic boards, 3D printing and clothes with integrated electronic circuits, to carpentry works and small-scale metal processing. It includes educational programs for different age groups and knowledge directions, but also for vulnerable groups, as well as participants in working focus groups for the production of objects. Specifically, there will be courses on digital design and the production of everyday objects, 3D ceramic printing, the basic principles of digital construction for professionals/students/amateurs of all ages, digital weaving, etc. The creation of this space is part of <b>Axle A</b> , which concerns the <b>Creation of the Fab Lab workshop infrastructure</b> and other smaller infrastructure. The site is considered a Flagship and is a commitment from the Bld Book. The location is pending based on a Municipal Decision. Location development is pending based on a Decision by the Municipality.	<b>Olympic Baths</b> <i>Competent Implementation Institution: Municipality (Investigation by Eleusis 2021)</i> Activation of an abandoned site of an Olympic <b>swimming pool</b> , as a new space for open cultural activities. This space, which is considered a <b>Flagship</b> space, was added to the planning of Eleusis 2021 in 2020, in the framework of <b>Axle B</b> , which concerns the activation of abandoned spaces for the needs of the artistic programme.
	<b>Laskou Building (Eleusis 2021 Headquarters)</b> <i>Competent Implementation Institution: Eleusis 2021 (Lease + Development)</i> Renovation and Activation of a private building as Offices of the Company, within <b>Axle A</b> , which concerns the <b>Development of New Smaller Infrastructures and operational spaces for Eleusis 2021</b> in order to carry out its works and activities. The project has been completed, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021.	<b>Laskou Building Eleusis 2021 Headquarters + HUB</b> <i>Competent Implementation Institution: Eleusis 2021 (Lease + Configuration)</i> Renovation and Activation of two additional floor of the private building and the surrounding area as an extension of the Company's Offices, as well as the configuration of one level (ground floor) into a hub for seminar programs and the horizontal actions of the Programme, and to support the relationship with the public, as part of <b>Axle A</b> , which concerns the <b>Development of New Smaller Infrastructure and operational spaces</b> for Eleusis 2021, in order to carry out its works and activities, and other types of programs (educational, workshops, lectures, smaller exhibitions, screenings, shops, documentation center, etc.). The work is under progress, with resources and management by the Directorate of Premises & Infrastructure of Eleusis 2021.
	<b>PYRKAL</b> <i>Competent Implementation Institution: HMCS + Municipality</i> The building facilities of the old factory of PYRKAL, which is now abandoned, could be used as exhibition spaces to host multiple activities of the Company, such as art exhibitions, a theatrical stage, etc. The site is in a problematic position as the stakeholders are unable to reach an agreement, while it is worth noting that this project is a commitment from the <b>Bld Book</b> , under <b>Axle B</b> , which concerns the <b>Utilization of Industrial Heritage</b> . Until recently, the project was considered unlikely, but after a recent government decision to use a similar space within the city limits of Athens, hopes for the restoration and use of the property were revived.	<b>Private space available to lease (former Bowling)</b> <i>Competent Implementation Institution: Municipality (Eleusis 2021 Development)</i> The activation of a new private area, conceded by the Municipality of Eleusis, to replace the 3 Warehouses located inside the Old Olive Oil Mill to host activities of the artistic programme. The activation of this space can be a <b>new Cultural Infrastructure Legacy</b> for the City, according to <b>Axle A</b> of the Strategy of the Directorate of Premises & Infrastructure.
		<b>Study of the City's Traffic Flows</b> <i>Competent Implementation Institution: Eleusis 2021</i> It concerns the Study of Traffic Flows of the city, in relation to the operation and the action of Eleusis 2021, especially during the title year, when an intense <b>audience turnout</b> is expected. It also concerns the <b>configuration of Maps</b> of the City, following a relevant study, so as to have a harmonious <b>network of alternative movements</b> within the Municipal and Regional spatial framework.
		<b>City Signage Study</b> <i>Competent Implementation Institution: Eleusis 2021</i> The City Signage Study in relation to the operation and action of Eleusis 2021. This concerns the <b>shaping of the city's image</b> —following a relevant study—in order to produce a harmonious network of <b>special signs</b> , both Municipal and artistic in nature. This study is done in collaboration with the Company's Directorates: Premises & Infrastructure and Communications & Marketing.
	2. Design of the City's Traffic Flows	
	3. City Signage Design	

COLOR LEGEND	
	PENDING - OVERDUE 2021
	IN PROGRESS
	IMPLEMENTED
	SCHEDULED 2021-2023

ABBREVIATIONS	
DAA	Decentralized Administration of Attica
GNTO	Greek National Tourism Organization
EKEDA	Conference Hall (Labour Union Building)
HMCS	Hellenic Ministry of Culture and Sports
KEDE	Municipal Body
KLE	Eleusis Cinema Club
NBG	National Bank of Greece
OLE	Eleusis Port Authorities
OAED	Public Employment Service
PAKPPA	Municipal Body for Culture

## ANNEX 4.1. BRIEF HISTORY OF THE COMPANY

With the Government Gazette 125 – 07.07.2016 the law is passed that defines the legal form of the company that will be established for hosting the institution, which states: “...Every municipality that applies to host the institution ‘European Capital of Culture’ may establish a public limited company according to article 265 of the Code on Municipalities and Communities (Law 3463/2006), with the sole purpose of managing and implementing this action...”

Company landmarks:

- Awarding of title for hosting the institution to Elefsina. Date: 11/11/2016
- Establishment of Company. Registration of the Charter to the General Commercial Registry (GEMI). Date: 28/04/2017
- Company Solution (5 years after the start of the company): 27/4/2022\*<sup>1</sup>
- After the solution, the company will be put into liquidation of assets and legality control.
- Supervising body: Ministry of Interior
- Sole shareholder of the Company: Municipality of Elefsina

The details of the company are as follows:

Headquarters: 41 Hatzidaki Str., Elefsina 19200

VAT No. : EL800832090

Tax Office: Athens Public Fiscal Service for Limited Companies (FAE Athens)

Branches: Old Railway Station, Elefsina

: 67 Dardanelion Str., Elefsina

Offices : 8 V. Laskou & Pagkalou

In the context of achieving the objective of Eleusis 2021 from 2017 until today, a total of seven legislative regulations have been approved by the Central Government, crucial for the operation of the Company.

DATE	GOVERNMENT GAZETTE/ LAW	DESCRIPTION
07/07/2016	125 4403 / Article 52	Establishment of Company for the EcoC institution
31/07/2017	107 4483 / Article 106	Approval of the Recruitment of 5 people
31/07/2017	107 4483 / Article 20	EcoC Grant Award
22/12/2017	201 4509 / Article 66	Approval of Hiring 20 People with fixed-term employment contracts

<sup>1</sup>Based on the decision of the European Parliament of the 23rd of December 2020/2020/2229, which amends decision 445/2014/EU, the title year is transferred to the year 2023. The preparation of the viability study is pending and its submission

24/12/2018	218 4587 / Article 51	Grant Tax Exemption
14/03/2019	48 4603 / Article 69	Integration into the scheme of Cultural Sponsorships
01/04/2019	52 4605 / Article 51	Exemption of a performance guarantee for Artistic Works

## ANNEX 4.2 BOARD OF DIRECTORS 2019-2022

The Board of Directors consists of:

	BOARD OF DIRECTORS	EFFECTIVE DATE	POSITION
1	Despina Geroulanou	01/11/2019	Chair
2	Argiris Economou	05/06/2020	Vice Chair
3	Dimitris Papagiannaros	01/11/2019	Secretary and B.o.D Member
4	Maria Panayides	21/11/2019	CEO and B.o.D Member
5	Nikolaos Villiotis	01/11/2019	B.o.D. Member
6	Georgios Georgopoulos	01/11/2019	B.o.D. Member
7	Evangelos Liggos	05/06/2020	B.o.D. Member
8	Giorgos Lontos	05/06/2020	B.o.D. Member
9	Dimitra Pipili	01/11/2019	B.o.D. Member
10	Fivos Sakalis	01/11/2019	B.o.D. Member
11	Niki (Monika) Tsiliberdi	01/11/2019	B.o.D. Member

The Board of Directors short bios are available [here](#):

Former Members:

	BOARD OF DIRECTORS	DATE OF EXPIRATION	POSITION
--	--------------------	--------------------	----------

to the Shareholder (Elefsina Municipal Council) for approval of the extension time until 2024 according to the Institutional framework: MINISTERIAL DECISION 43886/07 (Government Gazette 1574 B / 17-8-2007) based on the Municipal Code (Law 3462/2006 no. 253)

1	Sofia Avgerinou-Kolonia	01/11/2019	Chair
2	Yannis Erifillidis	05/06/2020	Vice Chair
3	Petros Sfikakis	01/11/2019	Vice Chair
4	Theodoros Karantinos	01/11/2019	Secretary and B.o.D Member
5	Despina Economou	05/06/2020	B.o.D. Member
6	Ioanna Dretta	05/06/2020	B.o.D. Member
7	Maria Filippi	01/11/2019	CEO and B.o.D Member
8	Stavroula Fotopoulou	01/11/2019	B.o.D. Member
9	Aris Kalantidis	01/11/2019	B.o.D. Member
10	Maria Vasileiou	01/11/2019	B.o.D. Member
11	Athanasios Milisis	01/11/2019	B.o.D. Member
12	Kateirna Bouba	01/11/2019	B.o.D. Member
13	Elena Tzelepi	05/06/2020	B.o.D. Member
14	Kyriakoula Paradeisi	05/06/2020	B.o.D. Member

#### ANNEX 4.3 INTERMINISTERIAL COMMITTEE

The Interministerial Committee consists of (a) the Minister of Culture & Sports, as President, (b) the Deputy Minister of Interior, responsible for Local Government and Elections, (c) the Secretary General of Public Investments & NSRF of the Ministry of Development & Investments, (d) the Secretary General of International Economic Relations & Extroversion of the Ministry of Foreign Affairs, (e) the Secretary General Of Spatial Planning & Urban Environment of the Ministry of Environment & Energy, (f) the Secretary General Of Culture of the Ministry of Culture & Sports, (g) the Secretary General Of Modern Culture of the Ministry of Culture & Sports, (h) the Secretary General of Infrastructure of the Ministry of Infrastructure & Transport, (i) the Secretary General of the Ministry of Tourism, as members—the Head of the Region of Attica—the Mayor of Elefsina, the Chairman of the Board and the Chief Executive Officer Société Anonyme under the name “Municipal Single Société Anonyme of the Cultural Capital of Eleusis”)—the President of the Technical Chamber of Greece, six (6) external experts.

This committee is responsible for: (a) proposing the necessary institutional measures to accelerate the implementation of the cultural infrastructure program and the artistic activities of the institution “European Capital of Culture” for the city of Elefsina, (b) providing assistance to the Municipality of Elefsina and the Municipal SA, as well as for the formulation of proposals and any kind of support regarding the implementation of the required infrastructure, projects and actions that are part of the planning of the institution, (c) the coordination, at the national, regional and municipal levels, of the institution’s planning and programming, and the required actions, such as those related to the responsibilities of the individual State Bodies, as well as the resolution of any disputes between co-competent Services, (d) providing guidance to the Bodies, when required; in order to implement the required infrastructure, projects and actions included in the planning of the institution, (e) the recommendation to take corrective action in the event of any discrepancies. At the same time, a 7-member Governance Secretariat is established, which is responsible for: (a) recording the implementation process of the institution for the city of Elefsina, (b) notifying the Commission of any deviations in the implementation of the approved measures and policies (c) proposing appropriate new measures or modifying existing ones to achieve the institution’s objectives; (d) secretarial support from the Commission.

#### ANEEX 4.4 CURRICULUM VITAE OF THE VICE MAYOR OF CULTURE, MR TATAKIS FOTIOS-PANAGIOTIS

##### Education & Qualifications

2010-2016: Medical Doctor, National University of Athens (UoA), Greece | Graduated on 29<sup>th</sup> of July 2016, UoA’s Class of 2016 *summa cum laude*  
2019: Member of the Municipal Council (youngest City Councilor, Generation ’92)

##### Professional Experience

02/2021-Present: Vice Mayor for Culture, responsible for the European Capital of Culture 2023 (ECoC) action, Municipality of Elefsina  
09/2019-02/2021: President of the Public Benefit Enterprise, Municipality of Elefsina

#### ANNEX 4.5 SHORT NOTE BY THE VICE MAYOR FOR INTERNATIONAL RELATIONS AND TOURISM DEVELOPMENT

My name is Dimitris Papagiannaros and I have been a member of the BoD of Eleusis 2021 since October, 2019. I have also been Deputy Mayor for International Relations and Tourism Development since November, 2020, a portfolio which exists for the first time within the Municipality.

Both the challenge of the Capital of Culture and our desire to see our city grow, lead us to combine archaeological wealth, industrial heritage and culture, in



order to attract a growing public to the city throughout the year.

The first attempt in this direction will be the series of actions to highlight points of the city through culture, which will be called "Culture as A Guide (CaaG)."

#### ANNEX 4.6 STAFFING AND ORGANIZATIONAL STRUCTURE

In the period between 2019-2021, a total of 9 new recruitments were made, staffing various departments of the Company (General Artistic Director, Production Director, Director of Communications and Marketing, Manager of Communications and New Media, Contemporary Art Director, Contemporary Art Manager, Director of Performing Arts, Manager of Public Contracts & Procurement, Officer of General Secretariat).

Significant changes in critical positions:

##### NEW HIRES:

- Change of CEO - November 2020.
- Hiring of a Production Director – February 2020.
- Hiring of a CEO Support Office Executive and Legacy Advisor – February 2020.
- Hiring of a Director of Communications and Marketing - April 2020.
- Hiring of a Contemporary Art Director - September 2020.
- Hiring of a Contemporary Art Manager - September 2020.
- Hiring of an Officer of General Secretariat - September 2020.
- Hiring of a Manager of Public Contracts & Procurement - September 2020.
- Hiring of a Manager of Communications and New Media - January 2021.
- The recruitment process for the position of CEO Support Office Executive and Legacy Advisor is nearing completion.

\*\*In October 2020, there was an internal transfer of the CEO Support Office Executive and Legacy Advisor, to the Performing Arts Directorate of the General Artistic Directorate.

\*\*Initiation of procedures for the recruitment of a Head of Premises and Infrastructure.

The Company's structure, after the latest change that took place in March 2020 in the Organization Chart and the Internal Regulations with the inclusion of the Directorate of Performing Arts (theater, cinema, music, street events, etc.) consists of 5 main Directorates and the office of the CEO, as shown in the organization chart and analyzed below:



Figure: New organizational chart

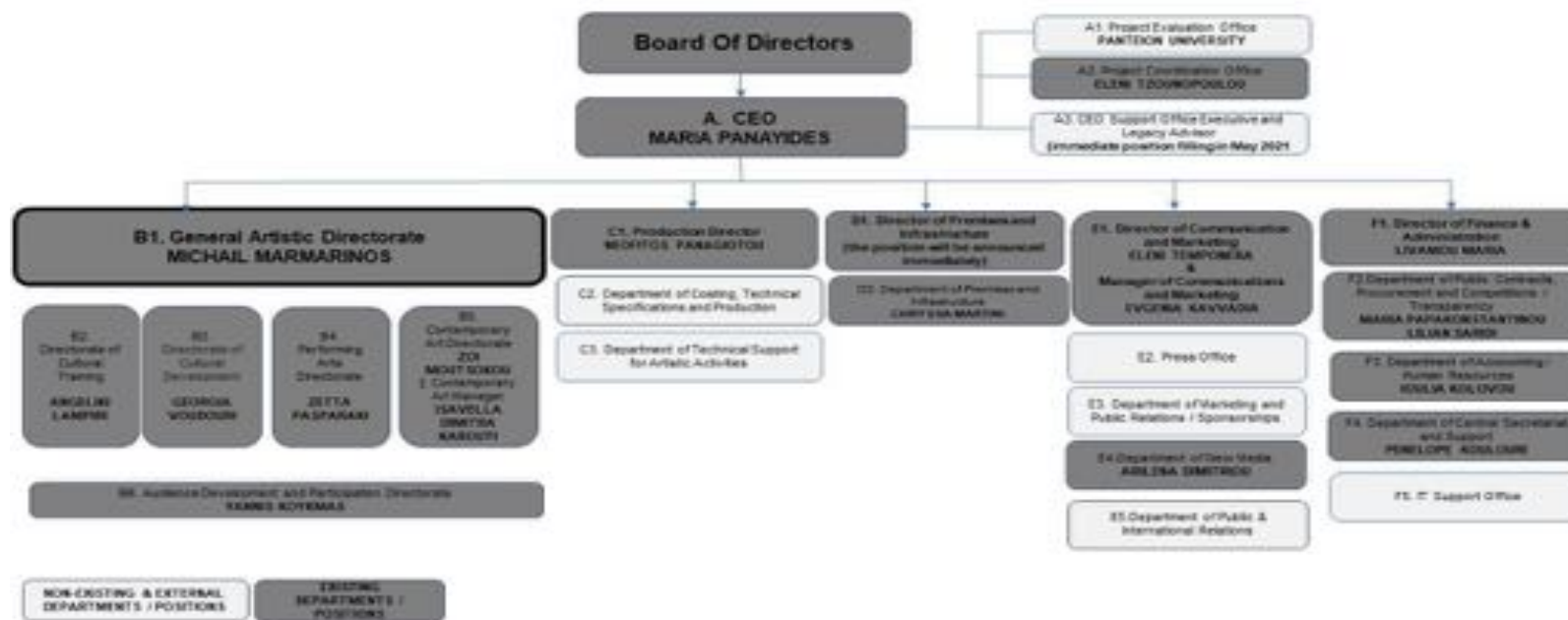


Figure: New organizational chart with employees

The employees' short bios are available [here](#)

At the same time, the company is also supported, on the basis of project contracts, with the following external partners, required for the smooth operation of the Company.

#### EXTERNAL PARTNERS

1. ELENI ROZI || Board of Directors Secretary/DPO/Legacy Advisor
2. N. SAGIAS AND ASSOCIATES || Legal Advisors – 7-member team
3. ZACHARIAS GRAMMATOPOULOS || Security Technician
4. SOTIRIS LINARDOS || IT and Network Technician (F5)
5. SOL CROWN SA || Certified Public Accountants
6. PANTEION UNIVERSITY || Project Monitoring and Evaluation (A1)
7. MF OIKONOMOTEXNIKI GROUP || Partner for public procurement and tenders (5-member team)



ANNEX 4.7 STRUCTURE OF DIRECTORATES  
WITH THE EXPANSION OF JOB POSITIONS WITH AN ADDITIONAL 20 PEOPLE

A. CEO/BOARD OF DIRECTORS	POSITIONS	EXISTING	REQUESTED
A. CEO *	1	1	0
A1. Project Evaluation Officer	0	0	0
A2. Project Coordination Officer	1	1	0
A3. CEO Support Office Executive Assistant and Legacy Advisor to the CEO	1	1	0
<b>CEO/BOD Total</b>	<b>2</b>	<b>2</b>	<b>0</b>
B. General Artistic Directorate	Positions	Existing	Requested
B1. General Artistic Director	1	1	0
B2. Directorate of Cultural Training	2	1	1
B3. Directorate of Cultural Development	2	1	1
B4. Directorate of Performing Arts	2	1	1
B5. Directorate of Contemporary Art	2	2	0
B6. Directorate of Audience Development and Participation	2	1	1
<b>General Artistic Directorate Total</b>	<b>11</b>	<b>7</b>	<b>4</b>
C. Production Directorate	Positions	Existing	Requested
C1. Production Directorate	2	1	0
C2. Department of Costing, Technical Specifications and Production	2	0	2
C3. Department of Technical Support	1	0	1
<b>Production Directorate Total</b>	<b>5</b>	<b>1</b>	<b>3</b>
D. Directorate of Premises and Infrastructure	Positions	Existing	Requested
D2. Department of Premises and Infrastructure	3	2	1
<b>Directorate of Premises and Infrastructure Total</b>	<b>3</b>	<b>2</b>	<b>1</b>
E. Directorate of Marketing and Communication	Positions	Existing	Requested
E1. Director of Communication and Marketing	2	2	0
E2. Press Office	1	0	1
E3. Dpt.of Marketing and Public Relations / Sponsorships	1	0	2
E4. Department of New Media	1	1	0
E5. Department of Public & International Relations	2	0	2
<b>Directorate of Marketing and Communication Total</b>	<b>7</b>	<b>3</b>	<b>5</b>
F. Directorate of Finance & Administration	Positions	Existing	Requested

F1. Director of Finance & Administration	1	1	0
F2. Department of Public Contracts / Transparency	5	2	3
F3. Department of Accounting / Human Resources	2	1	1
F4. Department of Central Secretariat and Support	4	1	3
F5. IT Support Office	0	0	0
<b>Directorate of Finance &amp; Administration Total</b>	<b>12</b>	<b>5</b>	<b>7</b>
<b>ECoC Total Personnel</b>	<b>40</b>	<b>20</b>	<b>20</b>

\* The CEO position is not included in the Company's human resources which amounts twenty (20) people.

#### ANNEX 4.8 FUNDING SOURCES

BIDBOOK VS REAL UNTIL 31/12/2020	BIDBOOK 2017-2020	REAL
Income to cover operating Expenditures	Total	Total
EU (with the exception of M.Merkouri Prize)	544.000,00	-
National Government	1.430.000,00	1.432.660,00
City	5.720.484,00	5.540.308,00
Region	5.720.484,00	5.736.850,00
Private (Sponsorship)	1.887.600,00	52.080,00
Other	390.000,00	31.387,49
<b>Total</b>	<b>15.692.568,00</b>	<b>12.793.285,49</b>
		<b>2.899.282,51</b>
BIDBOOK VS FORECAST 2021	BIDBOOK 2021	ECONOMIC FORECASTING 2021
Income to cover operating Expenditures	Total	Total
EU (with the exception of M. Merkouri Prize)	301.600,00	7.960,00
National Government	946.000,00	946.000,00
City	2.946.916,00	550.000,00
Region	2.946.916,00	2.000.000,00
Private (Sponsorship)	972.400,00	-
Other	244.200,00	60.000,00
<b>Total</b>	<b>8.358.032,00</b>	<b>3.563.960,00</b>
		<b>4.794.072,00</b>
	<b>TOTAL</b>	<b>7.693.354,51</b>

European programmes: For the years 2022-2023 there is a provision for revenues from European programmes amounting to 1,688,000.00 euros.

National Government: There is an intention from the Ministry of Culture to financially support the Company for the years 2022-2023 by 1,320,000.00 euros in total. In order to finalize and approve the fore mentioned financial amount, the Company should submit a request justifying such expenditure.

Municipality of Elefsina: There is a guarantee from the Municipality of Elefsina to deposit the remaining amount of 2,396,916.00 euros in the following years, in order to fulfil the commitments of the bidbook (total amount of participation based on the bidbook up to € 8,667,400.00 euros.) For additional grant which exceeds the above-mentioned commitments, the Municipality of Elefsina shall evaluate its financial data, in the post-covid era and with the completion of the company's viability study, in order to decide whether it can increase its funding or not.

Region: The Company is already in discussion with the Region in order to succeed in its additional funding for the years 2022-2023. There is an open balance in relation to the commitments of the bidbook amounting to 946,916.00 euros, due to a reduction in the grant deposit for the year 2021

Sponsorships: For the years 2022-2023 there is a forecast/estimation to collect the amount of 3,521,600.00 euros, which does not only involve expenses already budgeted but also new plans, which are not shown in the tables at the moment.

Other: These are revenues from ticket sales, merchandise sales, participation in seminars, etc. At present, there is no forecast for the years 2022-2023, which will be reflected in the viability study and will be analyzed in the chapter "Pricing Policy".

Based on the economic data, the new conditions should be evaluated and in particular the Company should examine how the COVID-19 pandemic affects its financing, from both the Public sector and from the Private sector. We need to renegotiate and cost the overall design of the company and plan for the coming years based on the secured sources of funding. The Company should seek private funds from sponsors and European programmes in order to strengthen and implement its programming/planning until its dissolution.

#### ANNEX 4.9 COLLABORATIONS

COLLABORATIONS		
TYPE	DESCRIPTION	GOALS
Embassies in Greece and corresponding Cultural Institutes	France / IFA, Germany / Goethe Institute, Italy, Spain / Cervantes, Sweden, UK / British Council, Japan, USA, etc (according to the cultural programme)	Communication synergies and / or financial support (Monetary and / or in Kind)
Greek National Tourism Organisation & Ministry of Tourism	Memorandum of Cooperation / Under the Auspices	Support through the institution's communication to tour operators and targeted markets in Europe mainly, Press & Fam trips co-organization and the possibility of hosting Elefsina in international tourism fairs
Major Tourism Key players	Marketing Greece, International Airport El. Venizelos, Aegean Airlines, Athens, Attica & Argosaronic Hotel Association	Communication synergies and / or financial support (Monetary and / or in Kind)
Neighboring Municipalities	Piraeus, Athens, Salamina, Chaidari, etc	Communication synergies aiming to special promo events (i.e., kiosks, special on the spot campaigns, etc)
ECoCs Family	Timisoara 2023, Veszprem 2023, etc but also candidate cities	Communication synergies, participation in common

		projects, etc. Exchange of knowledge
Cultural Organizations of the city	Public Benefit Enterprise of the Municipality, etc	Communication synergies and support

## ANNEX 4.10 SPONSORSHIP POLICY

### Introduction

This paper aims to modify the sponsorship policy as it has been approved by BoD based on decision 44/2019. Specifically, the modification focuses on the following axes:

- Sponsorship Categories
- Sponsorship Packages
- Reciprocal benefits of sponsorships

In addition, a suggested categorization of potential companies that the Company could address is included.

Purpose and Objectives: The purpose of this sponsorship policy modification is to:

- become clearer, whether they concern cultural or simple sponsorships,
- create more sponsorship packages so that there is a better distribution of money and / or in-kind packages in order to reach more potential sponsors
- enrich and modify based on the new sponsorship packages the reciprocal benefits that the Company can offer to the respective sponsor.

The ECoC artistic programme is a multidisciplinary and complex programme, which can be addressed to very different audiences and therefore has the potential to be sponsored by many different sectors of the economy. Given that it is considered necessary to have a flexible sponsorship policy. In particular, it should be possible to tailor packages to the needs of the sponsor (tailor made), always maintaining as a central axis the rankings as defined in the sponsorship packages.

### A. TYPES OF SPONSORSHIP

The sponsorship framework under which a company / organization / institution can contract consists the following:

1. Sponsorship in kind and / or amount of money
2. Cultural sponsorship, as defined by the legal framework, and concerns in kind and / or amount of money
3. Communication sponsorship in the context of reciprocal promotion actions
4. Sponsors and With the Support of public bodies and organizations as well as institutions.

The 1st category addressed to commercial companies and enterprises, concerns sponsorship structures where the sponsor contracts with the Company based on the terms that will arise by mutual agreement, without any tax facility

and with the right to promote the sponsor's products / services.

The category of cultural sponsorship includes the possibility of tax exemption to the sponsor as defined and presented in Law 525/2007 (Government Gazette A '16 / 26.01.2007) It is noted that in this case, the sponsor has no right to promote his own products / services, nor sample distribution at events and activities of the Company. More details regarding the Cultural Sponsorship [here](#).

5. The category of communication sponsors refers to a complete communication promotion plan through the connection with targeted media, which match the identity and the work of the ECoC. The structure of the cooperation concerns reciprocal promotion benefits of both involved parties, without direct financial relationship.

6. The category Under the Auspices and With the Support corresponds to cooperation of either reciprocal or financial character (monetary and / or in kind), and concerns public bodies and organizations as well as institutions & embassies, etc.

The following packages are mentioned indicatively and not restrictively, under the main pillar of the sponsorship strategy, according to which the possibilities of promotion are provided according to the sponsorship package, in order to find each time an individualized framework of cooperation that best meets and serves the promotion needs of each customer depending on the available budget and always respecting the sponsorship ranking. In this context, there is the possibility for the distinctive sponsorship titles to be modified according to the nature of the sponsorship, such as, for example: travel sponsor, infrastructure sponsor, etc., always remaining in the same economic category.

The purpose of such a modification is precisely to create targeted partnerships (through tailor made proposals) and leave room for ECoC to reach a wide range of potential donors.

DISTINCTIVE TITLE	SPONSORSHIP	REMARKS
Great Sponsor	over € 700,000	Exclusivity
Platinum Sponsor	€ 500,000	Monetary and / or in Kind
Gold Sponsor	€ 300,000	Monetary and / or in kind
Silver Sponsor	€ 100,000	Monetary and / or in kind
Sponsor	€ 10,000	Monetary and / or in kind



Media Sponsor	Reciprocally	Allocation of advertising space / time
Under the Auspices	There is no specific scale, it will be determined on a case-by-case basis	Monetary and / or in kind
With the Support	There is no specific scale, but it will be determined on a case-by-case basis	Monetary and / or in kind

#### C. COMPENSATORY BENEFITS PER CATEGORY

Regarding the reciprocal benefits of the sponsors, it is very important to have a general rule that will be observed, always maintaining the possibility of flexibility based on the customized sponsorship packages based on the type, style and needs of each sponsor. The general rule refers to the fact that the Major sponsor has the most benefits and the right to choose, while as the financial scale goes down, the benefits and the possibilities of connection with the Company's work decrease. This does not apply in the case of Communication Sponsors and Under the Auspices and in the category With the Support which are separate categories of sponsorships, non-commercial.

#### D. PROPOSED CATEGORIES POSSIBLE FOR SPONSORSHIP

##### D.1 Commercial Companies

In this category and based on the multifaceted nature of the Company's work, companies should be included as potential sponsors, belonging to sectors of the economy such as: Primary and Secondary sector operating in the region and in the wider region, Construction, Pharmaceutical companies, Telecommunication, Shipping. In short, all the strong companies of the country should be re-approached in order to announce both the work of the Company and to examine the possibilities of its financial support.

##### D.2 Communication Sponsorships

Regarding the communication sponsorships, it is deemed necessary for the Company to enter into collaborations with media, either public or private, that cover news nationwide. Communication sponsors should cover all types of media, ie: Television, Radio, Press and Internet.

##### D.3 Sponsors and with support

Based on its final program, the Company should consider collaborations with agencies, institutes, embassies and institutions, which can relate to the whole of its work but also to individual actions.

##### Conclusion

Based on the above analysis, it is fully understood that a project like that of ECoC needs significant and multifaceted support from a variety of companies and organizations. In addition, it is perfectly understandable that the approach as well as the final agreements, in any category, will be a product of negotiation between the Company and the potential Sponsor involved.

In any case, the procedures as defined by the Company's regulations will always be followed.