

2023 ΕΛΕΥΣΙΣ

EUROPEAN CAPITAL of CULTURE 

2023ELEUSIS.EU

INTERIM PROGRESS REPORT, APRIL 2022

MYSTERIES of TRANSITION

2023 ΕΛΕΥΣΙΣ

EUROPEAN CAPITAL of CULTURE  2023ELEUSIS.EU

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## PROGRAMME & EUROPEAN DIMENSION

### 1.1 Dealing with administrative and infrastructure challenges

#### Positive aspects

- **A new organizational chart**, [that facilitates the internal administrative procedures, giving us the possibility to currently have a notable number of pending projects for immediate contracting - giving priority to long-term collaborations and participatory projects (implementation phase both in 2022 and 2023)].
- **Four new members** have been hired in the Artistic team, (General Artistic Directorate, Directorates of Cultural Training, Cultural Development and Performing Arts) and **two new members** in the Production team.
- Dealing with the understaffing issues, positive signs of overriding it through contracting with **three external partners** that are helping the ECoC team in:
  - Extra-legal support
  - Budgeting
  - Production and technical needs (For example, Spring Forward 2022 - April 2022 - where we are hosting 150 programmers, 100 artists and we are constructing 4 pop-up theatres in local unconventional spaces, works as a pilot project to test our production, technical, hosting needs and capabilities for the Opening Ceremony and the Flagship Events).
  - Working closely with the Ministry of Culture on **possible funding** of the Capacity Building and Applied Innovation Center as well as on our Digital Applications (AR, VR, Digital platforms, Digital Content production, etc.) through the **European Recovery Fund**, and we have been given the commitment of **extra funding** for the Opening Ceremony by the central government via the Ministry of Culture.
  - Working together with the Municipality on the **realistic venues' construction timeline and breakdown**. Till now, regarding the Indoor Venues, we focus and invest on:
    - X-Bowling Art Center (i.e., at least four temporary exhibitions, *Digital Days festival, U(R)TOPIAS - Academy Choreography* and other activities)
    - IRIS (i.e., *Eleusis Terracotta Army, Elefsina Mon Amour*, music concerts)
    - Old Oil Mill Factory (i.e., *Aeschylus Project, Documentary Festival*)
    - Cine Eleusis (i.e., *Documentary Festival, Panygiri*)
    - Capacity Building & Innovation Centre (space already secured within the TITAN Factory premises - event programme starting May 2022 and overall equipment starts during the second semester)
  - As the city's infrastructure is limited, **60% of our projects' implementation focuses on public space**. Almost all the indoor venues will operate as **multifunctional spaces** (screenings, performing arts, visual arts, targeted concerts, workshops and conferences) giving priority to our Legacy projects.

#### Challenges to take into account

- The **budget of 16.5 millions Eu** for the artistic programme (around 14.0 for the remaining 2 years) is **not secured yet in terms of delivery time-wise**. Consequently, the timeframe of access to necessary funds (in order to proceed smoothly with the realisation of the artistic programme) is not clear yet in terms of liquidity. That causes a number of difficulties in finalizing and announcing the Artistic Programme for 2023 although it's defined, planned and ready. Moreover, around **700.000€** of the overall artistic programme budget has already been spent or redirected for other expenses/functional needs, making the desired amount even harder to be attained. However, we are working closely with the Municipality regarding this issue.
- Even with the positive changes, in the staffing and administrative procedures, we haven't fully experienced its direct result yet and thus, contracting is still not as prompt/fast as our volume of projects require. Although, the new legal framework - recently achieved - is expected to speed up the general processes.

#### OUR CURRENT STATE IN NUMBERS:

- **95% of our programme has been designed, 52% is in the project management phase and 48% is transitioning from the project management phase to the stage of implementation / production.** The

prerequisite for achieving this goal is the clarification and finalisation of the **available realistic venues** and **secured budget** and we are persistently working on that.

- **All the flagship events and projects are now fully designed** and one by one entering the contracting phase, starting with the Opening Ceremony.
- The Artistic Programme for 2023 involves approximately **130 project contracts, out of which 16 have already been contracted (12%), 80 contracts need to be concluded during 2022 (62%) and 34 during 2023 (26%)**.
- Approximately, **152 international and 223 Greek organisations** are involved in our cultural programme and thus, raising our total number of our collaborations.

## 1.2 Development and Contracting of the flagship events and projects

- **Flagship Events:** Development (passage from the concept building phase to the project management phase) of the Flagship Events described in the bid book as well as in the 2nd Monitoring Report - June 2019 [**Opening Ceremony, Sasha Waltz, Romeo Castellucci, European Development Days (ΕΛΕΥΣΙΝΑ ΜΟΝ ΑΜΟΥΡ, European Music Day)**] and drawing up of contracts in 2022.
- **Opening Ceremony:** Designed the exact content and we are currently contracting for the coordination and production of the Opening Ceremony with **CCD Productions Ltd (BG) company**, with the experienced team of Chris Baldwin and Gina Kafedjan at the lead. Will include various sub-events that are now also in the contracting phase while **parallel music events are being curated by Dimitri Papainoannou** (an avid music producer and the artistic director of Synch Festival & Terra Furba). In the coming months, we will conclude with the contracting of all the Processions and parallel projects related to the Opening Ceremony.
- **Closing Ceremony:** The conceptual design and the strategic implementation of the Closing Ceremony is finalised. Will focus on Documentary Films launching a **new Legacy event, the Documentary Festival Cine Eleusis - In situ realities**, along with the presentation of the new documentary film by **Filippos Koutsaftis *The Eleusinians*** (currently in montage/editing phase). The festival will have the **fully restored old cinema** of the city named *Cine Eleusis* as its main venue.
- **Flagship Projects:** During 2021 we have developed all the flagship projects and they are now in the phase of contracting. More specifically, ***Eleusis Terracotta Army* by Juan Sandoval** has been finalized and is currently in the contracting phase. As described in the 1st Monitoring report (September 2017), the Flagship project “Grafting or the Second Chance” by **Nikos Navridis** has been cancelled for feasibility reasons. Following our unfruitful efforts & discussions with the artist to reformulate a project on the same theme, our cooperation finally led to his new conceptual project named, ***golden KYKEON***. The flagship project for the Environment Axis was replaced by the project ***THE ARK* by Timecircus** (a collective that has worked on various projects in Elefsina), which is right now being contracted. The collective will go on a walking pilgrimage from Antwerp to Elefsina arriving in the Opening Ceremony. Right after, the collective will create the ARK, a free cultural space and a landmark for the young people of the city. The flagship project Local European Histories was replaced by the large-scale research-based exhibition **THE RAW MUSEUM**, curated by **Erato Koutsoudaki** that has been working closely with local collectors since 2016.

## 1.3 Course of the artistic programme development

- Despite the administrative difficulties and Covid-19 restrictions, **during 2021**, we have implemented **20 projects**, focusing on international cooperation and participatory processes, collaborating with cultural organisations from Greece and abroad. Over **350 artists**, cultural operators and local participants from Elefsina, Greece, Europe and beyond, have participated in these projects, and been introduced to the city and the 2023 ΕΛΕΥΣΙΣ concept and programme.
- We have worked on the **development of 95% of the programme**, namely the transition from the concept stage to the project management stage. The development was made by time priority, meaning, on the one hand beginning from those projects that had been stated in the Bid Book and the two Monitoring Reports (September 2017 & June 2019), and on the other hand, emphasising on the development of the main Legacy institutions (*Synikismos Festival, Culture 2030 Meeting, Capacity Building & Applied Innovation Centre, EcoCulture Festival, Aeschylus Project, Invisible Map, Narrative Archeology*). Lastly, a carefully selected number of projects from the Open Call have been included in the existing “umbrellas”/hyper-projects of the Programme, adding the necessary detail, polyphony and conceptual relevance in order to better approach the multifaceted character of the ECoC.

- **During 2022**, we are implementing **34 projects** out of which **11 are Legacy projects**, **12** are being contracted for **both 2022 and 2023**. Moreover, **2** are **long-term projects** that have started in 2018 and will be presented in 2023 (*RefuGe*, *The Eleusinians*), and **3** are related to **flagship projects** (*Raw Museum*, *Eleusis Terracotta Army*, *The Ark*).

- We have developed the complete capacity building programme, formulating the overall entity of The **Capacity Building & Applied Innovation Centre** in 3 axes: Capacity Building for Professionals in the Cultural & Creative Sector: in collaboration with TAKA (HR), an experienced partner in capacity building through Rijeka 2020 project "Classroom", we have developed an annual programme divided in two different modules: **Cultural Production** and **Organisational Development**, and will contract it in the following months in order to start implementation in collaboration with a greek partner. Community & Youth: educational programmes for different age groups in collaboration with the school units of the Municipality of Elefsina and the wider area. Applied Innovation - ΕΛΕΥΣΙΣ Innovation Lab: Having secured the Lab venue, we are now drafting all technical requirements for the procurement of the management team, equipment etc and expect to get the equipment in the second semester of 2022. We have planned & selected through the open call a series of educational projects and networking events, concerning Digital Design, Production and Manufacturing for professionals and amateurs, with partners such as The new Raw (NL), LUDD Makerspace (GR), SynFabLab (GR), sektor30 (GR), Matera Open Design School (IT) etc. bound to start in May 2022, when the first launch of the Lab is scheduled.

#### 1.4 Persisting to develop the European dimension

A. **22 European and International partners out of the 39 mentioned in our June 2019 monitoring report and 45 out of 53 local artists and cultural organisations are included in our final artistic programme.** Moreover, through our open call we have achieved an increase and diversification of our local and international partnerships, leading to a total of **152 European and International partners** (Serbia, USA, Austria, UK, Italy, France, Czech Republic, Croatia, Denmark, Spain, Lithuania, Germany, Sweden, Romania, Hungary, Ireland, Netherlands, Colombia, Portugal, Belgium, Poland, Turkey, Cyprus, Japan). Most of our international partners were motivated to collaborate with a local partner for administrative, production and community needs.

B. We have continued the development of international networking, with an emphasis on strengthening our relationship with **European networks** that we have started collaborating with since 2017 and which led to cooperation and contracting actions related both to 2022 and 2023. More specifically with:

- **Culture Next Network** (26 European cities, member of the BoD, participating in Culture Next Cities Fund, hosting the international meeting – May 2023),
- **Culture Action Europe** (hosting the annual meeting Beyond the Obvious – June 2023),
- **International Network of Performing Arts - IETM** (membership and participating in plenary meetings and searching for possible keynote speakers and facilitators for the Culture 2030 Meeting),
- **The Festival Academy (an initiative of European Festival Association)** - (continuing Atelier for Art & Production Managers in Balkan & MENA Region - hosting International Atelier for Festival Managers – June 2023),
- **United Cities and Local Governments & Culture Action Europe** (contract renewal for our participation in Pilot Cities project),
- **Circostrada - European network for street arts and contemporary circus** (hosting SPARK Cross-sectorial Laboratory - focus on diversity and the role of circus in the Balkan & Mediterranean area - June 2023),
- **In SITU platform for Art in Public Space** (participation of the artistic collective *beforelight* in their residency programme related to art in public space 2022 – 15 MENA & European Mediterranean artists),
- **ECoC Family Network** (hosting ECoC Family Meeting | June 2022),
- **Fab Lab network** (including members of the network in our mentor's pool and sending 2 of the Innovation Lab staff to train in the Fab Academy 2023 - & Launching the **GR Fab Lab network** in 2023 as part of our Innovation Lab programme)
- **Project DEUS & Matera Open Design School** (Collaboration between ΕΛΕΥΣΙΣ Innovation Lab and Matera Open Design School in our Lab educational and networking activities)

C. The development and submission of applications for **Creative Europe Programme**, with an emphasis on multi-annual and Legacy projects. More specifically, we were partners and associate members in 3 Creative Europe applications that were accepted (**Culture Next Network**, **Spring Forward**

(Aerowaves), Ulysses) and we are working on 4 new Creative Europe applications and 1 Horizon project.

D. Implementation of our collaboration with **EU Japan Fest**: 2 projects that will be presented in **Spring Forward 2022, Magnetic Dance** (residency – April 2022 | Presentation Digital Days – October 2023), **Yokihi** a dance solo act by Mikhail Baryshnikov presented in world premiere in 2023), **When the wind blows** (Mariko Hori | open call – Presentation: EcoCulture Festival 2023 – September 2023) and finalising the applications for a few more projects and exchange collaborations for 2023.

E. Close collaboration with other **ECoC cities**:

- holding targeted working meetings with **Veszprem and Timisoara** on specific and realistic co-productions and exchange programmes such as training programmes, performative walks, projects on gastronomy, EcoCulture Festival, Timecircus etc.
- Hosting the **ECoC Family Meeting** together with Veszprem and Timisoara, co-curating the content and focusing on the exchange between ECoCs.
- Collaboration between **ΕΛΕΥΣΙΣ Innovation Lab and Matera Open Design School**, implementing methodologies on the problem solving concerning the creative industries.
- Our **Legacy Projects** right from the start, had a strong European dimension, due to the participation of professionals and artists from various European countries.
- **Collaboration in projects** - (Novi Sad ECoC 2022/- National Theatre of Novidad (SRB) for Nikita Milivojevic's "Persians", Veszprem - Balaton 2023 for TimeCircus' "The Ark" & Documentary Festival Cine Eleusis)
- **Internationalisation** of the local activities and institutions that are repeated annually since the candidacy phase (Attiko School of Ancient Drama, HerMa, European Music Day), as well as the annual large scale visual art installation that is hosted in Aeschylia festival.

### 1.5 Strengthening the community's trust and enhancing the involvement in our programme

- After the official activation of the **VOLUNTEER CHARTER** in May 2021, **200 volunteers** have already been registered and have contributed to the artistic program. An external partner for **volunteer coordination** will be hired in a month and at the same time, the process of volunteers' training is prepared. In spring 2022, informative meetings are planned with institutions and citizens groups of the Municipality.
- The **youngsters of the city** are the driving force in the whole process. Thus, the online training workshops **-LaborArtery-** were completed, with the participation of **30 young people**, with the aim of developing their skills in areas related to cultural production. Some of the members have already staffed our artistic previous productions and they actively participate in the **mapping of the young creators of the wider area**, aiming at getting involved in our programme.
- Organising **public discussions** on the use of bicycle in everyday life, in collaboration with the **Elefsina Cycling Team and the Elefsina Sustainable Urban Mobility Group**.
- **Educational Suitcase** will start in May and will "transfer" the vision of 2023 ΕΛΕΥΣΙΣ to Greek and European cities.
- With the new academic year, **toolkits** will be available in order to propose **educational activities** to teachers and students focusing on 2023 ΕΛΕΥΣΙΣ.
- Residents will have the opportunity to co-write the history of their city through the **Laboratory for the History of Eleusis** and the creation of **oral history groups** in the neighbourhoods. Their stories will be the material for visual and representational works in the context of the **Invisible Map**.
- In 2022 a workshop will be held by the **Union of Oral History of Greece and two University Departments on the subject of Oral History and Museums** with guests from all over Greece and the local associations.

### 1.6 Integration plan for the neighbouring cities of the Western Attica Region

Process of clarification together with the neighbouring municipalities of Western Attica Region regarding their contribution to our programming (in accordance with the bidbook). More specifically, **Amoli project** (Aspropyrgos area) and the project by **KatArt-e organisation** (Megara area), are exploring the rural community and empowering our project **Agriculture**. Moreover, the project by Sotiria Kallia (city of Megara) concerns the research of knitting and embroidery, empowering our project **Fashion Industry**. In addition, the project by Dimitra Tsiaouskoglou (city of Megara) concerns artistic and social practices, focusing on environmental issues related to the catastrophic and fatal flood that occurred in the area in 2017, empowering our legacy project **EcoCulture Festival**. Since 2019, we have also started collaboration with the Skironeio



Polychronopoulos Museum, Megara region, that we use as a venue for different activities. Finally, the neighbouring municipalities benefit from the **horizontal diffusion of our actions**, such as the **Eleusis Terracotta Army** which will include workers from the Aspropyrgos factories, the **Opening Ceremony** where the inhabitants of the neighbouring municipalities will be involved and lastly, the participation of cultural professionals to the **Capacity Building & Innovation Centre**.

## MANAGEMENT

### 2.1 Legislative regulations and the Board of Directors (BoD)

The Board of Directors, so as to achieve the corporate purpose, has proceeded on the following actions:

- The BoD meets much less often (1-2 times a month) and mainly for strategic decisions,
- After the proposal of the BoD, as well as the support of the Municipality of Elefsina, a legislative regulation to facilitate the corporate operation was passed in the Greek Parliament (*Law 4915/2022*). The legislative regulation was welcomed and strongly supported by the Interministerial Committee, demonstrating the support of the Greek Government to the project,
- Authorization was granted to the CEO to sign contracts up to the amount of 60,000 euros, thus reducing the number of Board meetings for purely executive purposes,
- The recruitment of the additional staff has proceeded following the previous approval of the Ministry of Interior (+8, from 20 to 28 staff members),
- A series of amendments to the internal operating procedures were approved by the BoD, simplifying complex inter-company procedures,
- The BoD entered into strategic partnerships on infrastructure issues, making notable contributions with technical preliminary studies to the implementation of infrastructure projects through in-kind sponsorships. The CEO and the team of engineers supporting her, acted as a catalyst for important infrastructure projects (3 warehouses at the Old Olive Mill, Former Cinema of Eleusis), accelerating procedures through the preparation of a technical report and preliminary design of the above sites and making the relevant studies available to potential sponsors. The preparation and the high level of the preliminary studies led to the easier raising of sponsorships in kind, with the strong support and assistance of the Municipality of Elefsina.
- Together with the Municipality of Elefsina, the ECoC will apply for the inclusion of artistic proposals in the “National Recovery and Resilience Plan - Greece 2.0,” claiming a funding of around 2,000,000 euros, in the framework of the programme for the training of professionals from the cultural and creative industries (Capacity Building).

### A. GOVERNMENT LEVEL

- Amendments to the legal framework of the company

The Interministerial Committee examined alternative ways to improve the existing legal structure of the company, in order to mitigate the existing rigidities of the current institutional framework. For this reason, it was deemed necessary to clarify the current legislative framework and thus the explicit legal exemption of the entity from the provisions of Law 4270/2014 (A' 143), except for those explicitly defined in the proposed provision. The Legislative Regulation was passed on 22/03/2022 by the Greek Parliament (*Law 4915/2022-Government Gazette 63/A/24-032022*).

The legislative regulation: a) aims to ensure the smooth operation in a framework of legal certainty as regards the applicable provisions on public accounting, b) henceforth, the company will operate under the rules governing public limited companies, i.e., the rules of the private economy and Law 4548/2018, in order to have flexibility and speed to perform the specific purpose assigned to it.

In the long term, it is intended to complete the project and the objectives of the public limited company and in particular, the successful completion of the hosting of the European Capital of Culture in 2023 in Elefsina.

### B. LOCAL GOVERNMENT

- Pending approval of a request from the Ministry of Foreign Affairs for the recruitment of scientific staff through the Municipality of Elefsina for 2023.

We have requested to recruit, through the Municipality of Elefsina and after the relevant approval of the Ministry of Interior—which is expected imminently—at least 10 additional associates belonging to the special scientific staff, since the above associates will be allocated to the body of the ECoC.

Indicatively, we have requested 15 associates of various realms.

### C. COMPANY MANAGEMENT

The Company's policy concentrated on a more dynamic model of organization and management, focusing on the simplification of procedures and the model itself: on the one hand through the modification of internal regulations, on the other hand through the strengthening of the Company by external consultants in various fields.

In detail, the ECoC was strengthened with external consultancies, **with particular expertise in key areas for the optimization of the company's performance**, regarding: legal issues, civil engineers, communication-advertising executives, production executives, internal control, financial-accounting, sponsorship and project management respectively, in order to fulfill the company's statutory objectives.

The cooperation with these twelve companies has accelerated further procedures for the preparation and contracting of artistic works. These assignments are a catalyst for the implementation of the Artistic Programme (contracting and execution of the artistic works). The external collaborators, who work directly with the organization, number 16 persons.

With regard to the amendment of the internal regulations, points that complicated all the company's operating procedures and delayed its progress were removed. Indicatively, for the final approval of procurement contracts, the threshold up to which the CEO herself can decide has been increased from EUR 30,000 to EUR 60,000 by a decision of the BoD. During the years 2021-2022, 113 direct award of contracts, 1 tendering procedure and 12 travel assignments have been processed by the Company according to the provisions of Law 4412/2016, as amended by Law 4782/2021.

### D. STRATEGIC PARTNERSHIPS ON INFRASTRUCTURE ISSUES

The preparation of the city, in order to host and organize the planned artistic events, in combination with the general aesthetic and functional upgrading of the existing cultural infrastructure, requires and involves the utilization—with corresponding interventions—of various properties and facilities, each of which can be summarized as follows:

1. Old City Hall: the building is owned by the HMCS (Hellenic Ministry of Culture and Sports) and was granted for use by the Municipality until 2040. The repair-upgrading of the building **has already started**, with the relevant expenditure covered by an “in-kind” sponsorship **since November 2021** and is expected to be delivered ready for use in about two months (**May 2022**). The building will serve as a central administrative support point for the event (info point, documentation center and repository for the legacy, ECoC2023 signature objects shop, etc.).

2. Iris: The reconstruction-renovation works of this building **have started since January 2022**, with the prospect of their completion **in early 2023 (02/2023 at the latest)**, for its use as a space for multiple activities, small-scale theatrical productions, music concerts, the organization of visual arts events, etc. Iris is being reconstructed in an area whose physiognomy has changed decisively, as the surrounding and abandoned—until last year—social housing projects were handed over with the contribution of the Municipality of Elefsina to their beneficiaries by OAED (Greek Manpower Employment Organization). Thus, one of the most basic infrastructures of the Bidbook is **reconstructed** in a totally upgraded area of Lower Elefsina.

3. X-Bowling Art Center: It is a private building-multi-space, for which **a lease has already been agreed by the Municipality for its immediate use within the framework of the ECoC2023**. The building is almost ready to be used for the reception of people and will be open for visual arts events, film screening workshops, conferences etc. **as early as next month**.

It is noted that the **rental costs will be covered by the Municipality** and not by the body of the ECoC 2023 (European Committee of Experts' directive not to redirect the budget to infrastructure costs). It is the **first, immediately available, indoor multi-purpose cultural venue** of the Municipality of Elefsina.

4. Indoor Space within Titan factory premises: For the needs of the events of the ECoC 2023, the Titan Company has already granted a specific space, which will be used as the Innovation Lab workshop until the



31st-12-2023. The required preparation works of the site **are in progress** by the ECoC2023 and are expected to be completed imminently, by May 2022. The acquisition of this space **ensures the implementation of Fab Lab**, a key project of the Bidbook (now renamed as Innovation Lab).

5. Old Olive Mill Open Theater: For the utilization of this area with the aim of holding corresponding artistic etc. events with the participation of people, repair work/upgrades are required, which **have already started by the Municipality in cooperation with the municipal cultural institution KEDE (Public Benefit Enterprise of the Municipality of Elefsina)** and are in progress, with the prospect of completion at the end of 2022.

6. Warehouses within the Old Olive Mill: These are three buildings on the coastal front, which are owned by the HMCS (Hellenic Ministry of Culture and Sports) (following a purchase from the National Bank of Greece) and **have been granted for use** for the needs of the events of the ECoC 2023. For this utilization, repair and structural reinforcement works are required, **for which a preliminary study has already been prepared** with an estimated cost of 550,000 euros. The execution of the works has been undertaken under a relevant sponsorship from the National Bank of Greece and **the project has already been put out to tender with the prospect of completion at the end of 2022**, and it is noted that it will be used in 2023 for hosting artistic events, art exhibitions, etc.

7. Eleourgiki complex: The building is owned by PRC (Public Properties Company), and has been granted to the Municipality until 2040, which (the Municipality) for the necessary repair and renovation concluded a programmatic contract with the **Regional Administration of Attica**, when the latter undertook the execution of the project. Since the project was tendered at the end of 2021 and the tender has been unsuccessful, the timely renovation of the building for its full utilization in the events of the ECoC23 **may not be possible** (realistic approach). At the same time, the use of the premises of the Eleourgiki Building for small-scale events is being considered after limited landscaping works. This project, **costing 6,900,000 euros**, will constitute an **Infrastructure Legacy (Bidbook)** and it is considered important to secure additional resources from the Regional Administration of Attica (increase of the project budget), with the aim of reopening the tender, in order to increase the chances of attracting contractors at a key moment of appreciation of the materials market and challenges of the construction sector.

8. Former "ELEUSIS Cinema": This building **will be purchased imminently by the Municipality**, in order to use it as the most suitable indoor theatrical stage for the events of the ECoC 2023 and, in the future, for the needs of the Municipality of Elefsina (***the purchase has been approved by the Municipal Council, and we are now in the phase of approval of the pre-contractual audit by the Court of Auditors***). **A preliminary study has already been prepared for the necessary renovation-modernization interventions and possible individual structural reinforcements**. The preliminary estimated cost amounts to 750,000 to 800,000 euros and **a local company has already expressed its intention to undertake the project through sponsorship "in kind."** The renovation project is scheduled to be started in June 2022, with a view to completion in early 2023.

9. Old Canteen building: The building will be granted by the Land Service to the Municipality of Elefsina for a period of 10 years (a request has been submitted and this concession decision is pending) and for its development it is planned to carry out small-scale renovation works **for the financing of which a sponsorship (in kind) of approximately 70,000 euros has been identified, while we have already received approval for the execution of specific reconstruction and reconfiguration works** from the Land Service. The building will be used by the organization for artistic activities on the coastal front, as well as a youth hub etc., and is expected to be ready for use in **October 2022**.

10. Reconstruction/upgrading of Iroon Square: The project is important for the aesthetic and functional upgrading of the city's public spaces. **Works have already been started by the Municipality, since January 2022, and the project is expected to be completed by the end of 2022.**

11. Extension of the lease of the property, where the Company's headquarters are located, in a central part of the city, with the addition of the ground floor and the second floor. The utilization of all the available spaces

of the property, **which have already been designed for use as offices and as a cultural hub**, was made possible after small-scale repairs by the ECoC and all expenses are covered by the ECoC. It is noted that the space is easily accessible to the public.

(See Annex 1)  
Photo & Video:

<https://www.dropbox.com/scl/fo/1808suj3e9sgnb8jv18wo/h?dl=0&rlkey=c0rry5sviy1ud42m8y2tfurll>

## 2.2 Staffing and Organizational Structure

The Company's permanent staff now numbers 25 people (the recruitment of three more officers is pending and in progress).

Specifically, the following were recruited:

- one CEO Support and Legacy Officer,
- one Cultural Training Officer,
- one Cultural Development Officer,
- one Performing Arts Officer,
- one Costing and Technical Specifications Production Officer,
- two Public Contracts and Transparency Officers,
- one Accountant Officer,
- one Central Secretariat and Support Officer.

The reconfiguration of the new organizational structure (February 2022), has entrusted the Managing Director and the Artistic Director with additional responsibilities and powers, accelerating the flow of internal procedures, while simultaneously avoiding the previously very time-consuming process of convening numerous and repeated Board meetings for executive purposes, aberrations which are now being successfully overcome, taking into account the recommendations of the European evaluators.

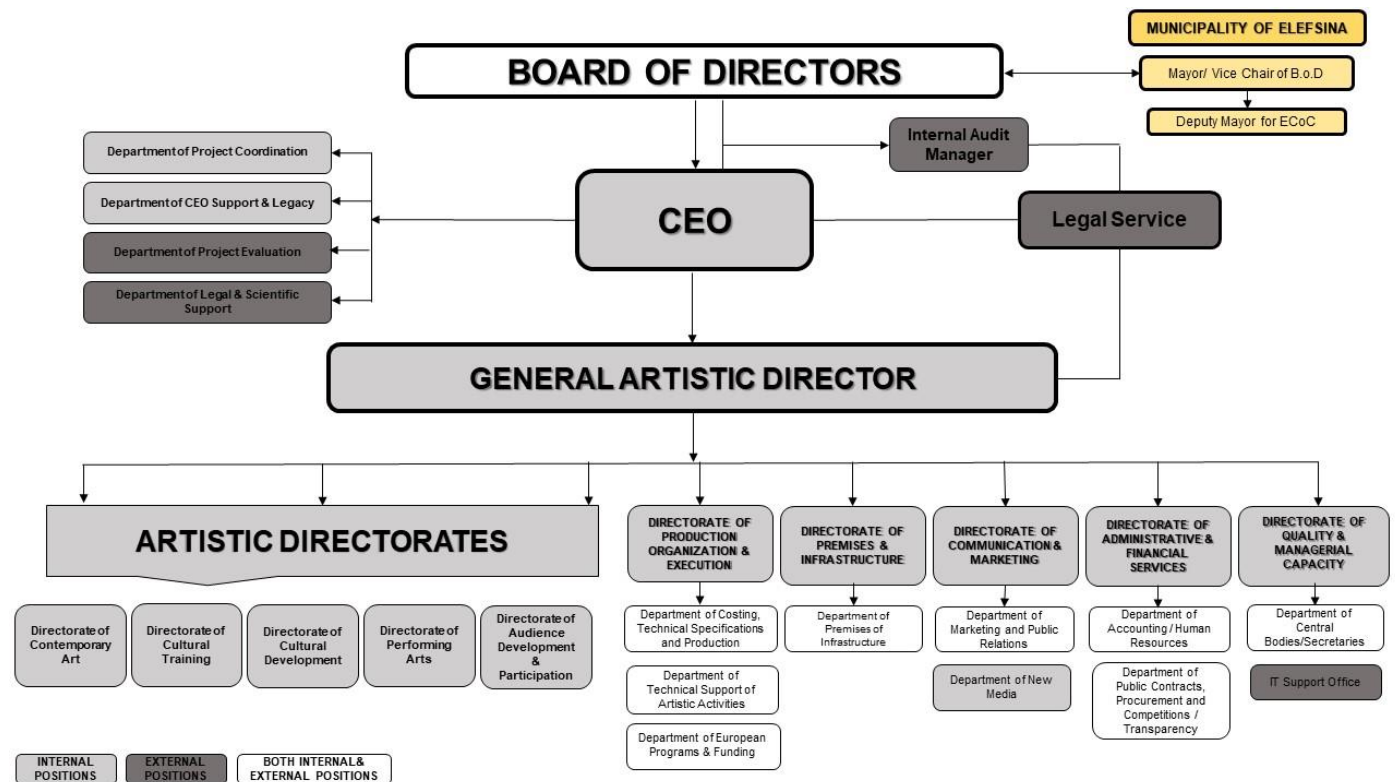


Figure: New organizational chart

## 2.3 Funding

INCOME TO COVER OPERATING EXPENDITURES	BIDBOOK		CURRENT SITUATION		ECONOMIC FORECAST
	in millions €	in %	in millions €	in %	in millions €
City	8.667.400,00 €	36,04%	6.090.308,00 €	38,00%	2.577.092,00 €
National Government	2.376.000,00 €	9,88%	2.092.660,00 €	13,06%	2.903.340,00 €
Region	8.667.400,00 €	36,04%	7.736.850,00 €	48,28%	930.550,00 €
EU (with exception of Melina Merkouri)	845.600,00 €	3,52%	7.960,00 €	0,05%	2.700.000,00 € *(Melina Merkouri prize is included)
Private	3.494.200,00 €	14,53%	97.349,61 €	0,61%	2.000.000,00 € *(1.500.000,00 € have already been secured for infrastructure)
<b>Total</b>	<b>24.050.600,00 €</b>	<b>100,00%</b>	<b>16.025.127,61 €</b>	<b>100,00%</b>	<b>11.110.982,00 €</b>

\*The percentage calculations result in millions / total

\*Increase in funding (€ 1,320,000.00) of the Ministry of Culture and Sports for 2022/23 & (€ 1,300,000.00), fund by the Ministry of Culture which concerns the opening ceremony

OPERATING EXPENDITURES	PROGRAMME		PROMOTION		ADMINISTRATION		OTHERS		TOTAL	
	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %
<b>Bidbook</b>	16.500.000,00 €	68,75%	3.300.000,00 €	13,75%	3.800.000,00 €	15,83%	400.000,00 €	1,66%	<b>24.000.000,00 €</b>	<b>100%</b>
<b>Current situation</b>	2.467.844,29 €	37,39%	734.170,38 €	11,12%	2.426.198,96 €	36,76%	971.983,00 €	14,73%	<b>6.600.196,64 €</b>	<b>100%</b>

\*VAT & Reservations are included

## 2.4 Communication & Marketing

Regarding the Communication and the promotion of the actions but also of the brand of ECoC itself, significant progress has been made through a series of targeted actions, based on a specific communication strategy. Specifically:

1. Creating a solid communication team through a network of partners that meet different needs:
  - a. Public Relations & Crisis Management
  - b. Marketing & Advertising
  - c. Commercial sponsorships
  - d. Press office
  - e. In house Art Designer
  - f. Cinematography & photography

In addition, cooperation is planned for the Publishing and Implementation of special campaigns in the local community.

2. The Communication Sponsors selected until today include Media of Strategic Importance, covering a wide range of communication: National and local Media, high-impact publications and websites, high-profile radio stations, etc. At the same time, International Media such as TV5 Monde and Euronews are linked to the ECoC and promote the actions to a wider audience.

3. Increase of publications / reports in the Media, local - nationwide - international with increase of Media Value. Highlight the full-page article of Le Monde on the occasion of the action Mystery 55\_Julie Desprairies.

It is worth noting that the Media Value of the coverage of all the actions of ECoC has consistently increased significantly throughout the year, especially during the months of implementation of its artistic activities. Specifically, for 2021 the total media value of the promotion in the print media is 609,000 €, while in the online media it reaches almost 1,000,000 €. In the first quarter of 2022, the Media Value for the print media is already € 135,594 and for the online € 113,989, and also more than 90 publications were made in print, and more than 200 publications were published on websites in this period. (Source: innews)

4. Direct cooperation with the communication departments of the other ECoC, Timisoara & Veszprem, for joint communication actions, especially in view of both the ECoC Family Meeting and the International Press Conference (Nov. 2022)

5. Increase in positive posts and almost elimination of negative comments on social networks, as in the first quarter of 2022, negative sentiment had a downward trend compared to 2021, reaching 0% in March 2022. (Source: innews) In addition, in the first quarter of 2022, the official website of 2023 Eleusis was visited by 6,456 unique users with 25,576 pageviews. (Source: Google Analytics)

6. Launch of the brand 2023 ELEUSIS through a uniform identity that is applied everywhere.

ANNEX 1 TECHNICAL CHARACTERISTICS OF PROJECTS								
VENUES - LOCATIONS - PROJECTS	PROJECT DECISION YEAR	WORK COMMENCEMENT YEAR	PROJECT COMPLETION YEAR	PROJECT	PROJECT PROGRESS	PROJECT MANAGER	PROJECT COSTS (CAPITAL COSTS)	PROPERTY STATUS
IRIS 1 & 2	2016	B' 2021	A' 2023	<b>RESTORATION</b> Complete restoration of 2 listed buildings and their conversion into a multipurpose room & auxiliary function space.	IN PROGRESS - INFRASTRUCTURE LEGACY PLAN	MUNICIPALITY OF ELEFSINA	1,450,000 € WITH O.A.E.D. RESOURCES	O.A.E.D., PROGRAMMED CONCESSION TO THE MUNICIPALITY OF ELEFSINA FOR 99 YEARS
ELEOURGIKI - MAIN HALL	2016			WILL DEPEND ON THE PROJECT'S FINAL TIMETABLE - ALTHOUGH THE TENDER WAS OPENED BY THE REGIONAL ADMIN ON 12/21, IT WAS DEEMED FRUITLESS BY THE COMPETENT COMMITTEE AND WILL BE REOPENED <b>RENOVATION</b> Renovation of the main hall and its conversion into a space with multiple possibilities. Perimeter multipurpose spaces.	DELAY - INFRASTRUCTURE LEGACY PLAN	REGIONAL ADMINISTRATION OF ATTICA	6.900.000 €	ETAD, CONCESSION TO THE MUNICIPALITY OF ELEFSINA UNTIL 2040, THE REGIONAL ADMINISTRATION OF ATTICA IS THE PROJECT MANAGER AFTER A PROGRAMMATIC CONCESSION WITH THE MUNICIPALITY OF ELEFSINA BASED ON THE BIDBOOK
Multi-purpose space (X-Bowling Art Center)	2021	B' 2021	A' 2022	<b>NEW ARRANGEMENTS</b> Design of a new indoor space with multiple possibilities	READY	MUNICIPALITY OF ELEFSINA		PRIVATE PROPERTY, AVAILABLE TO LEASE BY THE MUNICIPALITY OF ELEFSINA
OLD OLIVE MILL - 3 WAREHOUSES	2018	A' 2022	B' 2022	<b>RESTORATION</b> Complete restoration of 3 ground-floor warehouses & their conversion into multi-purpose rooms	DELAY - INFRASTRUCTURE LEGACY PLAN	NBG	550.000 €	HMCS AFTER PURCHASE FROM NBG
Fab Lab - Ceramics Kiln (TITAN event space)	2021	B' 2021	A' 2022	<b>NEW ARRANGEMENTS</b> Design of appropriate space into a creative workshop (Fab Lab) and a Ceramics Kiln.	READY	TITAN		CONCESSION FROM TITAN TO ELEUSIS 2023 UNTIL 31/12/2023, LEGACY PLANNING HAS ALREADY BEEN CARRIED OUT FOR THE YEAR AFTER THE TITLE YEAR (2024- ) (PLACEMENT: AT OSE AND AROUND THE PREMISES OF THE RECONSTRUCTED ELEUSIS)
ELEUSIS (former cinema)	2016	B' 2022	A' 2023	<b>RENOVATION</b> Renovation of the main hall and its conversion into a space with multiple possibilities. Perimeter multipurpose spaces	DELAY (IT IS NOTED THAT IT WAS NOT INCLUDED IN THE BIDBOOK'S MAIN INFRASTRUCTURE PROJECTS)	MUNICIPALITY OF ELEFSINA VIA SPONSORSHIP IN KIND BY SPONSOR	700,000-800,000 VIA SPONSORSHIP, 1,250,000 € PRICE OF PURCHASE FROM THE MUNICIPALITY OF ELEFSINA	PRIVATE PROPERTY TO BE PURCHASED BY THE MUNICIPALITY OF ELEFSINA, THE SALE IS IN PROGRESS, SPONSORSHIP PROPOSAL IN KIND BY A MAJOR LOCAL COMPANY
Old City Hall	2016	B' 2021	A' 2022	<b>RENOVATION</b> Renovation of two-floor building and its conversion to an information center, shop, Legacy center and multipurpose hall	IN PROGRESS	Eleusis 2023 VIA SPONSORSHIP IN KIND BY SPONSOR	80.000,00 €	CONCESSION TO Eleusis 2023, SPONSORSHIP IN KIND BY THE METRON COMPANY, IN PROGRESS
Old Railway Station - OSE	2016	2018	2019	<b>RENOVATION</b> Renovation of part of the building and its conversion into office spaces and an outdoor multipurpose area	READY	Eleusis 2023	40.000,00 €	GAIA-OSE, CONCESSION OF PART TO Eleusis 2023 BY THE MUNICIPALITY OF ELEFSINA
OLD OLIVE MILL - OPEN THEATER & SURROUNDING AREA	2021	A' 2022	B' 2022	<b>MAINTENANCE</b> works on the infrastructure of the premises	IN PROGRESS	MUNICIPALITY OF ELEFSINA	200.000-300.000 €	MUNICIPALITY OF ELEFSINA
8 Laskou Str. Property - Headquarters	2020	B' 2021	A' 2022	<b>RENOVATION</b> Renovation of three-floor building and its conversion to office space and a multipurpose hall	READY	Eleusis 2023	60.000,00 €	SPACE LEASED BY ELEUSIS 2023
Canteen (now Land Service, used to belong to EPA)	2016	A' 2022	B' 2022	<b>RENOVATION</b> Renovation of the building into a multipurpose hall	DELAY	MUNICIPALITY OF ELEFSINA VIA SPONSORSHIP IN KIND BY SPONSOR	70.000,00 €	THE MUNICIPALITY OF ELEFSINA HAS MADE A CONCESSION REQUEST TO THE LAND SERVICE
L. Kanellopoulos Exhibition Center					READY	MUNICIPALITY OF ELEFSINA		PAKPPA, MUNICIPALITY OF ELEFSINA