

Progress Report of “Eleusis 2021”



Eleusis, 18th April 2018

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

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

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1. Executive Summary

The present executive summary on the progress of implementation of Eleusis 2021 European Capital of Culture comprises two parts:

- a. an update of the basic analysis in compliance with the terms and recommendations of the Panel and also following the recommendations of the panel during the meeting in October 2017, and
- b. an updated analytical full mapping of the panel recommendations status in Annex 1 with a detailed analysis of all data presented in the main body of the report.

The devotion of the applying team, who continued and supported as many activities as possible, as well as the collaboration with the Board of Directors, who operated so as to lawfully satisfy as many needs as possible continued the period October 2017-March 2018 since the staffing of the company finally begun late March 2018. The Municipality, as sole shareholder, is working hard in close cooperation with the Central Government and the Ministry of Culture, and in collaboration with Ministries jointly responsible for helping to solve any remaining issues. One of the most important issues which has to do with the staffing of the company was resolved with a special law by the of 2017. The new Minister of Culture, Mr Costas Stratis is currently working hard with jointly responsible Ministries to resolve any remaining issues and also trying to increase the total budget by the Central Government by 4.5 million euros.

Today, the company has managed to operate and has compiled an analytical and tight schedule, in order to overcome any delays, without deviating from the original schedule, with two main issues still to be resolved:

- a. The Public Procurement issue connecting with the Artistic Projects
- b. The Volunteers Network issue

2. Contribution to the long-term strategy

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

Seriously taking into consideration the recommendations of the Panel concerning the plans for monitoring and evaluating the impact, we have worked on a strategic approach which focuses on both the social and cultural impact, as noted. On this basis we selected Mr. Nikos Panayotopoulos as our coordinator, a professor at the Faculty of Communication and Media Studies at the University of Athens. The contract with the University and the form of collaboration has been formulated, so that we may build upon the results and the experience of past research, in addition to integrating specialized bodies and researchers from Greece and abroad into the new proposal. Due to the delay in the start of collaboration, no records have been made within the new framework during the period following the designation. The working team has already begun the data collection and the processing of the approach, as can be seen in Annexes 2.2.1 - 2.2.2.

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

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

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

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

3. Programme

3.1 General Considerations

As the legal amendment that was necessary in order to recruit creative producers passed in the end of 2017, the recruitment process - through open call - started in January 2018, the open call was published on February 2nd and the creative producers have been hired March 19th. To enhance the European Dimension of our programme, one of the main requirements for the positions has been the understanding of the European arts sectors on behalf of the candidates, as well as having experience in international productions and a network of contacts and partners on a European scale. Mainly for fiscal reasons (in order to be able to approach a salary of 1200 euros net for each creative producer), we have divided the Artistic Programme in 4 Directorates, coordinated by the Artistic Director as following:

Directorate of Contemporary Art, mainly responsible for visual arts projects of our programme, which mainly includes projects of EUrbanization Theme and the "Art Industry" Programme of "The EU Working Classes" Theme.

Directorate of Art in Public Space, mainly responsible for the EUenvironment Theme.

Directorate of Creative Industries, mainly responsible for "The Future Starts Here" Programme, as the music and cinema projects of our Programme and a number of sub-projects developed on various projects of the programme that relate to gastronomy, fashion and design.

Directorate of Cultural Strategy, mainly responsible for the programme "Culture 2030" and all other programmes or projects that are meetings or training programmes of culture professionals and artists.

We have selected the following applicants as Directors: Eleni Riga as Director of Contemporary Art, Niovi Zarampouka Chatzimanou as Director of Art in Public Space, Georgia Voudouri as Director of Creative Industries and our colleague Angeliki Lampiri has been appointed Director of Cultural Strategy. All four ladies have experience in international projects and strong academic background in art studies and management. Analytical cvs of the Directors are presented in Annex 3.1.

Since March 19th that the Director have been hired, we have started working intensively on the elaboration of the Artistic Programme. A detailed description on the developments of each programme, project and sub-project is being presented in Annexes 3.1.1, 3.1.2 and 3.1.3 "Programme Report with timeline".

Regarding the multi annual projects of our programme, that were meant to start according to the bidbook in 2016, have either started or are about to start (Refuge, Usual Bread, Eleusis Terracotta Army, Local European Histories).

3.2 Projects realized since September 2017

Since September 2017, we have realized 3 main projects. The first "[365 Days After, 1147 Days to Go](#)" has been an attempt to mobilize the whole city in a big participate performance in the public space. Apart from the issue of overall participation, the event functions as a test for the opening ceremony, giving us the opportunity to test on the ground and get experience on various aspects of large scale production in public space, which will be valuable in order to design and produce the Opening Ceremony. At the same time, this production cultivates in the local audience behaviours and understanding on how to participate and handle this kind of events.

The other two projects "[Baraka Show](#)" and "[TimeCircus Residency](#)" aimed to introduce contemporary circus, a form that is not quite developed and known in Greece, in the local and national audience. Both have been cooperations with art troupes from abroad, France and The Netherlands respectively, during which the troupes resided in Eleusis for three and four months respectively, developing strong connections with the city and its citizens. Both have been very successful in terms of attendance, financial outcomes, promoting the image and concept of Eleusis 2021 and introducing new cultural habits in the local audience.

What is more, the fact that the two troupes were working in Eleusis at the same period, led to getting connected among them and they will cooperate in the future in a new production. So, in this sense, Eleusis 2021 promoted international cooperation among European artists that are not from Greece.

An extensive presentation of all three projects is presented in Annex 3.2, whereas the Feedback Forms are presented in Annexes 3.2.1, 3.2.2 and 3.2.3.

3.3 Future Programme

The Artistic Programme of 2018, as well as of the next years, is being elaborated and developed by the artistic team. The rationale of the programme for 2018 has five main priorities:

A. To start the multiannual projects that were meant to start in 2016

This priority includes projects such as Refuge, Usual Bread, Eleusis Terracotta Army, Local European Histories, Eleusis. All of them have either started or are about to start.

B. To create projects that run throughout the year developing audience participation and understanding around our Programme.

We have developed "EUPhoria Walks" and "EUPhoria Teen Labs", that are starting in April and will run through the year, as well as in the following years. EUPhoria Walks addresses a broad audience that is invited to get to know the concept and programme of Eleusis 2021 through a walk in the city. EUPhoria Teen Labs address teenagers of 12 to 15 years old from Eleusis that actively participate in the curation of our programme. From September onwards a similar project "EUPhoria Youth Labs" is going to start addressing young people aged 16 to 26. EUPhoria Walks and EUPhoria Teen Labs are being presented in Annex 3.3.

C. Continue, elaborate and empower institutions that pre existed ECoC

There are three existing institutions that we have incorporated in the ECoC programme with the aim to empower their international dimension. These are the "Attica School of Ancient Drama", the "HerMa Conference" and the Visual arts programme of Aeschylia Festival. All of them continue since 2016 and are growing in terms of participants and impact. With respect to the visual arts programme of Aeschylia Festival, the management and curatorship of it has passed from Aeschylia Festival to Eleusis 2021 from this year onwards and is gradually being developed into a new institution focusing on site specific installations. Towards this direction, in 2018 next to the large scale installation in Eleourgio created by Maria Papadimitriou, there will be an accompanying programme with visual arts installations in Synikismos by students of the Fine Arts School of Athens.

D. Focus on the main themes of the Programme (EUnvironment, EUrbanization, The EU Working Classes)

A main goal is to create either pilot editions or thematic focuses that build up to the main institutions of 2021 and enable the audience to get a clear understanding of our themes. Towards this end in June 2018 we will organize "Synikismos Festival", a small, pilot edition of 2021's "Agora for Europe" focusing on the theme of refugees, migration and the Arab world, which will take place in Synikismos neighbourhood, incorporating works of "Distant Relatives", "Refuge", "Aeschylus" and "Persephone" projects.

In the same rationale, from September 2018 to November 2018 we will have a focus on the theme "The EU Working Classes", bringing together this year's visual arts installation in Eleourgio, that deals with the development of cement industry in modern times and construction workers with other works from the project "Art@Work" and which conclude in Tzeni Argyriou's performance on November 11th "Memorandum Lab" which will take the form of a parade / strike demonstrating the story of the workers' movement in Greece.

Also, in November we are going to launch the first meeting of "Culture 2030", bringing together policy makers from many Greek cities (including ECoC 2021 Candidate cities) with culture professionals and contemporary artists. Also, within "Culture 2030" we are launching the "Mentors' Residency", a programme during which experienced culture professionals from other EU countries will have a two to three months residency in regional cities in Greece to mentor both the Artistic Directors of the cities' cultural institutions and the cultural managers on how to internationalize and in general evolve their cultural practices and programmes. Finally, following the Nature Addicts Fund Academy that took place last year in Eleusis, as the first networking meeting of "Ecoculture Festival", we are elaborating "Ecoculture Festival" this year through the project "From Within", which mainly involves the creation of a garden in Eleusis 2021's offices that will be used for various audience development and other projects and at the same time we are building the 1st pilot edition of Ecoculture Festival that will take place in 2019.

A detailed description on the elaboration of each Programme and Project, their current state, works developed and works implemented within the framework of each project is being presented in Annexes 3.1.1. 3.1.2 & 3.1.3 (Programme Report with Timeline).

E. Elaborate the Artistic Programme in general

The Artistic Team is working intensively on the elaboration of all projects of the Artistic Programme. To this end, we have planned visits in many international institutions and meetings in order to identify potential partners, artists and works that could be incorporated in our programme.

The projects that will be realized in 2018 are described in Annex 3.3.

3.4 Recommendations

Recommendation 8: Keep track on European dimension of the projects, making sure there are enough resources to bring international artists and partners planned. Focus on the bid book projects and related audience engagement and outreach.

3.4.1 Enhancing the European Dimension of our Programme (Recommendation 8)

Since October 2017, our strategy to enhance the European Dimension of our programme can be categorized in five main fields of activity, namely:

- 3.4.1.1 Develop partnerships with organizations and artists from other EU countries and apply to EU funds such as Creative Europe and Erasmus+.
- 3.4.1.2 Participate in networking activities and festivals abroad in order to get informed, identify potential partners and promote understanding of Eleusis 2021's concept and programme within the European arts and cultural sector.
- 3.4.1.3 Promote intercultural dialogue and mutual understanding among citizens of Eleusis and citizens from other EU countries through projects that focus on citizens' exchange.
- 3.4.1.4 Participate in the European Year of Cultural Heritage.

3.4.1.1 Develop partnerships with organizations and artists from other EU countries and apply to EU funds such as Creative Europe and Erasmus+.

In respect of this field of activity we have applied for Creative Europe funds with the following applications:

Inside Europe | Common Stories, Singular Voices

Leader: Institut Français (FR)

Partners: Brut (AU), Red House (BG), Vox Populi (BG), Archa (CZ), Extrapôle (FR), Institut français (FR), La fabrique documentaire (FR), Lokomotiva (MK), Wro Art Centre (PL), Bunker (SI), Izolyatsia (UA).

Total Budget: EUR 2.558.698,46

Duration: 2018 - 2021

Submission date: January 17, 2018

Expected results: March - April 2018

Short description:

The overall objective of "Inside Europe" is to explore and experiment new artistic and intellectual forms of interactions and mobilization with citizens in a transnational dynamic. It will open up a space for dialogue and innovative process where cultural and citizen engagement will become intertwined. It will examine the current reconfigurations in Europe through the prism of the influence and the impact of the cultural factor. Doing so, it will establish prototypes to enhance cultural and citizen practices. Inside Europe will contain and cover various and complementary implementations which are divided in different work packages. Eleusis 2021 is participating in the following work packages: Active Art Archive (WP1), In the Mirror of the Public Space (WP3), Stages of Realities (WP4), Let's Make us Heard! (WP6). We will also host different activities of the project as well as the last edition of the event "Come on Days!" that will present the entire dissemination of workshops, contents and shared experiences of the Inside Europe project and will make a link with our project "An Agora for Europe".

European Outdoor Arts Academy – School of Participation training

Leader: Walk the Plank (UK)

Partners: Kaunas 2022 (LT), Novi Sad 2021 (RS), Rijeka 2020 (HR), Plovdiv 2019 (BG), Milton Keynes 2023 (UK).

Associate Partners: Eleusis 2021 (GR), Luxembourg 2022 (LU), LCCC (IE).

Duration: 2018 - 2020

Submission date: January 17, 2018

Expected results: March - April 2018

Short description:

It includes a series of School of Participation training schools in outdoor arts for creative practitioners from the partner cities, which will tour to the partner ECoC host / candidate cities. Each training school will result in a small scale outdoor arts event in the public realm which responds to the local landscape. Learning will be disseminated across the ECoC network and beyond. The scope of the Project is to develop, deliver, evaluate and disseminate learning on five 8 day training schools servicing up to 27 national and international creative practitioners per school, providing the expertise and logistical framework for creative practitioners to deliver a small-scale outdoor arts performance, procession or installation within each host city per school, working with up to 25 local community participants per school and delivering the event to the public. As an associate member, Eleusis 2021 will attend kick off partnership meetings, recruit 6 creative practitioner's to attend international schools, contribute to the conversation about capacity building outdoor and participatory arts to support audience engagement within European Capitals of Culture context and co-disseminate findings on social media and through co-organizers wider ECoC, Creative Europe and cultural sector networks.

In respect of this field of activity we have applied for Erasmus+ funds with the following applications:

Schools of Europe for EUphoria

Leader: 1st Lyceum of Eleusis (GR)

Partners: Bafra Atatürk Anadolu Lisesi (TR), Agrupamento de escolas de Barcelos (PT), Nurmijärven Yhteiskoulu (FI), Friesland College (NL), Zespół Szkół Nr1 w Rzeszowie (PL).

Duration: 2018 - 2020

Submission date: March 21, 2018

Expected results: September, 2018

Short description:

It is a 24 months initiative that is based on the need to incorporate both entrepreneurship and cultural heritage as themes in European schools and draws inspiration from the vision of Eleusis 2021 "Transition to EUphoria". Six secondary schools are participating in the implementation of the project, among them the Friesland College, Leeuwarden. The objectives of the project are to: cultivate the importance of culture and cultural heritage for growth, sustainability and social inclusion, foster critical thinking through teaching in cultural context, promote entrepreneurship & digital education, link culture and entrepreneurship to create new prospects and initiatives. Eleusis 2021 supports the application of the 1st Lyceum of Eleusis: i) co-creating the i-school labs that will focus on professionals of the cultural field and more specifically on fields like design, fashion and new technologies ii) inviting the curators/cultural managers/designers/ architects and other professionals of the cultural field to introduce their work to the students and to work together with them on different small-scale projects based on students' ideas iii) organizing together with the 1st Lyceum of Elefsina an open event during the final transnational conference held in Eleusis in May 2020 where all the participants will be hosted. During this event, abandoned spaces or stores in Eleusis will be reactivated as pop-up shops, introducing the results of the students' workshops.

Hotel on the Move & Do not Disturb (provisional titles)

Leader: Red Plexus (FR)

Partners: Eleusis 2021 (GR), FLAM-Forum of Live Art (NL)

Submission date: April 26, 2018

Short description:

Three cities, three harbors, three entrances to Europe, a cultural and societal diversity but one common symbol: hospitality. By implementing innovative educational practices and methodologies around the theme of hospitality in a set of national and transnational activities the project aims to create a new intercultural network for the development of a dialogue, to make voices of those seen at the edge of society to be heard, enhance exchange of good practices between formal and informal actors from different European countries, analyze how the social entities react to our present migration times and foster a common Cultural Heritage. The project targets on young workers, local communities, migrants and emerging artists expressing themselves through dance, theatre and performing arts.

3.4.1.2 Participate in networking activities and festivals abroad in order to get informed, identify potential partners and promote understanding of Eleusis 2021's concept and programme within the European arts and cultural sector.

As you can see at the Annex 3.4.1 Travel Diaries, the artistic team is planning to participate in different European networks' meetings and ECoCs' invitations or visit cultural manifestations, festivals etc. that will help us to elaborate our programme such as Satellite Cairo, Biennale of Contemporary African Art, DAK'ART, Manifesta 12 Palermo and IETM Plenary Meeting in Porto. As one of our important goals is to approach the relationship of Europe with the Arab world, we decided to actively participate in the Pilot Cities meeting held in Izmir and in the IETM Cairo Satellite that is revolved around questions related to the theme of art and social inclusion and is organized in the framework of the Cairo Contemporary Arts Festival (D-CAF). Moreover, we participated at the 8-day Limerick School of Spectacle along with 22 other creative practitioners from Ireland and partner cities, a European-funded training school designed to build skills that creative practitioners need for making outdoor arts events and civic celebrations. We are also in touch with other ECoC teams and discussed about possible collaborations in the ECoC family meeting that was held last October in Valletta and we are planning to participate in the ECoC family meeting held in Plovdiv next May and in Valletta Pageant of the Seas next June. We are also supporting the idea of establishing a Network of Candidate Cities after the invitation sent by Cluj Cultural Centre (CCC), through participating in the first and second Network's meetings. We have also participated in the ECoC-CCEA cooperation forum that was co-organized by DG EAC of European Commission and the Ministry of P.R. China and is promoting the cooperation between the European Capitals of Culture and East Asia Cultural Cities. During the Forum, we met Asian colleagues, mayors and culture professionals in both continents to liaise with each other in a direct way and create concrete cooperation projects together.

3.4.1.3 Promote intercultural dialogue and mutual understanding among citizens of Eleusis and citizens from other EU countries through projects that focus on citizens' exchange.

Eleusis 2021 is participating in different projects in collaboration with other ECoCs, promoting the citizenship engagement, as follows:

ECOCs' Neighbours Day | 25 - 27 March 2018

Three citizens of Eleusis will participate in the "["ECOC's Neighbours' Day"](#) project that is hosted for the first time in Leeuwarden. Inspired by the Neighbours' Day, the annual celebration of communities that encourages people to connect with their neighbours through local activities, the ECoC's Neighbours' Day aims at connecting European residents, strengthening social bounds and supporting their active integration. By inviting people that live in former, current and future ECoCs to Leeuwarden, that is the current European Capital of Culture, the Eleusinians will have the chance to get closer to a current ECoC, share experiences with residents of other European Countries, work together on solving issues, developing projects or even developing shared projects. The ECoC's Neighbours' Day is especially targeted to citizens that live in former, current and future ECoCs, who work or want to work on community projects in their own neighbourhoods or in their own local communities. Eleusis 2021 collaborated closely with Leeuwarden 2018 and the citizens' expenses will be covered by both organizations.

Kaunas Interantional Summer Camp | 7-15 July 2018

Two young Eleusinians (aged 18 to 27) will participate in the [International Youth Summer Camp entitled "100 First Times"](#) organized by Kaunas 2022. The youth summer camp's daily activities will consist in workshops, gatherings, cultural activities, brainstorming, physical practices, outdoor explorations, debates and celebrations. In a compelling, flowing, supportive and interactive experience for everyone involved, the summer camp's core idea is to develop sustainable initiatives with the participants and to engage with the local communities of Kaunas and Kaunas District. The granted Eleusinian participants will get to know better another ECoC city, will get in contact with different community engagement projects and will bring back to Eleusis their feedback, promoting the ECoC vision to the Eleusinian young generations and coming closer to the Eleusis 2021 programme. Kaunas 2022 covers the accommodation and food expenses, while Eleusis 2021 covers their flight tickets and their local transfers.

3.4.1.4 Participate in the European Year of Cultural Heritage

This year the anniversary of Eleusis 2021's designation day (November 11th) will embrace the labour history of Eleusis and the workers' movements, through the triggering of the collective memory of the citizens. The project that is conceived and developed by the Greek choreographer Tzeni Argyriou includes 2 months of participatory lab work with the citizens, with the aim to gather the "collective memory" of former or current industrial workers, and more specifically material from their personal archives on the labour history of the area. This process will culminate with a procession on the day of the anniversary,

in a form of a strike - parade with the participation of workers and citizens of Eleusis. The celebration of Labour History, a major part of Eleusinian cultural heritage, is celebrated on this important day as the contribution of Eleusis 2021 to European Cultural Heritage Year 2018, which coincides with the centenary since the establishment of GSEE (The Panhellenic Workers' Association).

Recommendation 9: Proceed with baseline mapping research of the culture and creative stakeholders in the region so to device the programme plans for the industrial sites and clarify accordingly staffing needs.

3.4.2 Focusing on the mapping research (Recommendation 9)

The baseline mapping research of the culture and creative stakeholders in the region will be carried out through the collaboration of the Audience Development and the Creative Industries Directorates, and it will be developed in three complementary strands:

3.4.2.1 Mapping of the Creative Professionals in the greater area of Eleusis and the Western Attica (Mandra, Magoula, Aspropyrgos, Fyli, Megara, Vilia).

The methodology we will follow will consist of three steps: 1. Select the professions we will focus on (probably Architecture, Design, Music, Publishing, Information Technology, Advertising, Arts&Crafts, Audiovisual & Fashion) 2. Launch an open call for professionals to sign up in our "Creative Industries Register". The open call will be carried out in collaboration with the Audience Development Department. 3. Approach the different professional societies in our areas of interest and any existing incubation hubs in West Attica, in order to get statistical data about the progress of the sector. We will also retrieve data from the Regional Development Institute of Panteion University, a research foundation that has already worked in the respective sector.

3.4.2.2 Audience Development Mapping

We put the local cultural inventory as the basis of our audience development philosophy. Within this framework map is both a research and a development tool considering map as a living document that we intend to update periodically, and not preserving it as a historical snapshot (Annex 3.4.2).

Resources can range from facilities and heritage sites to individuals, groups or opinion leaders. For that reason we have started a mapping of the associations, syndicates, movements, communities, amateur creative practitioners, schools and educational agencies in Eleusis. Furthermore we have started a space mapping regarding the neighborhoods and landmarks of Eleusis. According to neighborhoods and landscapes mapping we intend firstly to map all the recognizable places of the city, not only for the locals but for visitors as well and secondly to develop the specific map as a multisensory research method in terms of its ability to evoke relationships between place, lived experience and community.

The methodology that we follow is constituted by the following steps: 1. Starting by listing the associations and individuals from the existed mapping of PAKPPA Centre for Culture, Sports, Social Policy & Preschool Education of the Municipality of Eleusis we select basic characteristics and details about the mentioned groups. 2. We explore their first needs, priorities and expectations about the Eleusis 2021 programme and the city of Eleusis through open meetings, personal meetings and questionnaires. An open meeting can help us to take the pulse of the community and discover what their concerns are and also what they hope to see in terms of results of the mapping exercise. Stakeholders that already participate in the Creative Citizens Networks will assist us in the organization of the open meetings. 3. According to their field of interest and the feedback that we will get from the meetings organized with the stakeholders, we design specific projects that connect existing and developing networks with the main Themes of Eleusis 2021; EUEnvironment, The EU Working classes, EUrbanization, as well as the respective Programmes and Projects of these Themes. We plan the following time schedule for the audience development mapping steps; the first phase will be finished by the end of May 2018, the second will be completed by the end of October 2018 and the third will be developed according to the specific time schedule of each project.

Our intention is to expand the audience development mapping in three series of concentric circles; Eleusis, Greece, Europe. According to Greece and Europe outreach we will take advantage of the existing and potential collaborations with Universities in Greece, ECOCs and Candidate ECOCs cities. The research will be carried out through the collaboration with the Creative Industries Department and the Cultural Strategy Department.

3.5 Question on the Anniversary of Greek Revolution

Regarding the panel's concern on the European dimension of the theme of the Greek Revolution, we have attached in Annex 3.5 a short analysis of the approach of the project "Local European Histories", which is the main project that deals with the issue of the Greek Revolution. Alexandros Mistriotis notes "The topic of the anniversary of Greek revolution would be viewed not as a historical narrative treating the conflict between Greeks and Turks but as the integration path followed by a province of the Ottoman Empire integrating to European culture and society; our intention is to treat it as an example of the European attitude

towards identity and “otherness” and investigate the possible connections with the exhaustion of Modernity as a necessary preparation for the “transition.” To this end and in order to enhance the European Dimension of this project, we have decided to increase the project’s budget and cater for the production of audiovisual material that will be spread through social media and other communication channels to a broad audience in many European countries.

4. Capacity to deliver

Our cultural infrastructure program is planned while taking into consideration any change and merge of the artistic program of Eleusis 2021, made. The strategy for developing cultural infrastructure has not been revised and still develops in two axes as already being described in the bid book:

A. the modernization, renovation and energy upgrade of available existing facilities, that already consist public property, and other buildings or plots that are empty, public or private and for different reasons have been included in the list of venues used for the ECO program.

A1. Projects progress report:

-CO & EX1. Renovation, activation and re-use of the listed-building of the former railway station, where the offices of the Directorate of the Artistic Programme are situated today. At the same time the first activation project of public space of the Artistic Programme called “From Within” is been realized at the surroundings of the building (garden, backyard, rail lines ect). (EX1, see bid book pp70)

-CO2. Renovation, activation and re-use of the former Town Hall building (CO2) of 300 sqm. The specific building is considered to be a local landmark while during last years has been empty and partially used as a warehouse. The renovation of the building is now planned, in order to host part of the ECO offices, the sales point and the information office for citizens and public.

The specific project is the result of the strong political support of the Ministry of Culture and a successful cooperation between the local Archeological Authority and the ECO, that resigned the ownership of the building for the coming years, while granting the facility to Eleusis2021.

-ANT. Renovation, activation and re-use of an ex public snack bar at the forefront called Canteen (ANT) of a total surface of 200 sqm that is surrounded by public spaces, green areas and the sea. The specific building was operating as a public snack bar in the past and was empty for several years now, operating partially as a warehouse. The specific venue is also considered as a local landmark and its re-use is considered to be of a great importance for the city and the re-activation of the forefront. The ECO team has hosted in this pilot venue several cultural events during last year in order to test its operation.

This project also reveals the strong support of an important local stakeholder, the local Port Authority (OLE) that also granted the use of the building to Eleusis 2021 with a small annual price.

A2. New cultural venue projects

-ROK. The former “Rokas” medical center (ROK) consists of a 2-floor building of a total surface of 1200 sqm including the basement floor. This building was used as a local hospital for several years, with a strong historical identity, empty during the past 15 years, also considered to be a local landmark.

The plot including the building, is planned to be bought by the Municipality within the current year. The Directorate in charge, is now examining which part of the programme will be hosted there, the renovation cost, while at the same time any possible funding for its renovation through local or European funds. Part of the building will host the KAIK center (CBIC hub) and the rest of the building will host residencies and other projects and sub-projects of the Artistic Programme.

B. Developing new cultural infrastructure by restoring two former industrial clusters and by creating the CBIC hub and several smaller facilities.

B1. Projects progress report:

The rehabilitation projects of the two former industrial clusters, mainly related to infrastructure categories 1,3,5 (see Table 4.2) and also related to permanent needs of the City. These projects (IRIS / BeHeri1 and Eleourgiki / BeHeri2) even though retaining a

great risk of completion in time, are at the same time key objectives for the ECOC legacy program and the ECoC team has decided to closely examine the procedural barriers and issues related to the institutional framework, urban planning legislation or even bureaucracy and reschedule the call for tenders procedure in order to support the municipality realize the projects on time.

The fact that Eleusis 2021 has followed this strategical decision to persist in the realization of those two projects during this critical period of the preparation phase of the call for tenders, weakens the development of the plan b projects. Anyway the infrastructure planning working team has set an internal deadline, in order to re-orientate its infrastructure development policy in case of any further delays of the main projects.

Any potential problems may arise during the following 5-month preparation of the call for tender's phase, so the internal deadline is set in the end of July 2018.

The working group coordinated by the Monitoring Directorate in order to reduce the risk has revised its analytical approach (October 2017 report) of the current state of each project and the current state of the complementary studies and procedures, that were noticed. The team has also redesigned the monitoring of the projects progress, in 3 phases (preparation phase, call for tender, realisation of the project) that resulted in a new revised timetable.

The examining of any new, alternative scenarios and plan b's for the replacement of the BeHERI 1 and 2 venues, will be continued after July 2018.

- **BeHERI1** Concerning this project the first key date/deadline for the project's realization is the issue of the construction permit until the end of May 2018, this procedure is followed by a 5-month preparation period that is followed by another 5-month period of the call for tenders that will hopefully be completed within a year (March 2019). The works will start after a 2-month objections period (according to the law) in May 2019, while the works time schedule is of a 14-month duration excluding any further unplanned delays.
- **BeHERI2** Concerning this project the first key date/deadline for the project's realization is the issue of the construction permit until the end of June 2018, a procedure that requires several ongoing typical authorizations. This procedure is followed by a 5-month preparation period that is followed by another 5-month period of the call for tenders that will hopefully be completed within almost a year (June 2019). The works will start after a 2-month objections period in September 2019, while the works time schedule is of a 12 to 14-month duration excluding any further unplanned delays.
- **KAIK.** The KAIK project will be located as described above in the new ROK venue.
- **POP8.** The working team has also launched the project of one smaller facility that will be operated mainly as a scene for about 150 people and will be used in order to host different events mainly during winter time. This venue will be situated in a public empty plot at the city centre and will also be a new landmark for Eleusis 2021 project. The team is examining the alternative constructions that can be used for this venue such as impermanent constructions with panels, glass, tents ect with major criteria the environmental impact of the construction and the value for money, as well as the easiness of setting.

The working group coordinated by the Monitoring Office in order to reduce the risk to better comprehend the progress of the municipal projects is keeping up to date an analytical approach of the current state of each project and the requirements for complementary studies and procedures, based on Greek legislation, by creating an inventory that stakeholders were asked to fulfill for each project. This analysis results in a new timetable for the completion of the two projects (see Table 4.4).

The Directorate of Infrastructure Planning, Monitoring and European Funding

of Eleusis 2021 was established, with the launch of the revised operational plan. The Directorate that has been operational since September 2017 with a project partner contract of an external partner until December 2017 and has already a Director since February 2018. The Directorate is planned to employ another 5 people in total 2 of which will be external partners. The staffing of the specific Directorate is of a high priority in those first years of preparation and the company has already planned to hire the rest of the staff within 2018.

The working team, in order to coordinate and plan all necessary interventions with the City limits, has already required the establishment of a specialized ECOC office in the Municipality's operating structure in order to better coordinate and act on

issues concerning the ECOC. The establishment of the above office by the administration of the Municipality has not yet been realised

The working team has drawn up an action plan for the modernizing and keeping up to date the public spaces and facilities, prioritizing interventions to the areas, neighbourhoods and buildings correlated to the Eleusis 2021 programme. The action plan needs to be prioritized by the municipal authorities in order to be on time with the ECOC programme and be integrated into the operational planning of the Municipality and its agencies for the coming years. The working team is also going to embody to its action plan the results of the completion of the ongoing study of the Municipality with the Ministry of the Environment in the "Eleusis - Study on the unification of archaeological sites and monuments, with an urban regeneration aspect ", which was expected to be completed on February 2018 and it will consult in a comprehensive Masterplan of interventions in the city in the axis of strengthening the cultural tourism product, highlight the destination and upgrading the urban environment.

As the Municipality of Eleusis has not yet proceeded with the purchase of an online tool and app for the observation of public space and its facilities through the Smart Cities program, the ECOC team has set as priority the design and establishing of an app and an online tool of similar of similar allotments that would also act as an observatory for public space and social acting, as well as an informative and loyalty platform for the ECOC' s Programme. The research of design of the platform has already started, and the project itself is planned to start in August 2018.

5. Outreach

Due to administration delays, in the last week of March we have officially hired the Director of the Audience Development and Participation Directorate, Mr. Yannis Koukmas and as Manager of the Department Mrs. Evgenia Kavvadia that is born and raised in Eleusis. You can see their CVs in the Annex 3.1. Together they will work on updating the strategy and will proceed immediately with relevant actions empowering this year artistic programme.

Considering greater collaboration with our community the first steps will be focus on are the following:

5.1. Exploring who is active in the local community especially young people, older people and people with disabilities as key audiences to target and then we will try to reach those who are less engaged through projects and programmes. Except of personal meetings we will use as tool a Community Mapping Exercise.

This approach combines local experience with on the existed mapping of PAKPPA Centre for Culture, Sports, Social Policy & Preschool Education of the Municipality of Eleusis. Our goal is to be completed by the end of May. The research will be carried out through the collaboration with the Creative Industries Directorate.

5.2 Activating The Creative Citizens Network by starting with meetings-workshops in order to develop ideas into plans to effectively make the local community co-creator and co-owner of our programme and gather ideas and groups. The meetings will be in our offices at the Old Railway Station to establish a welcoming safe space and to build mutual trust and respect, creating a place to discuss creative ideas and raise issues important for the local community. The process is due to be completed in May 2018.

5.3 Using the EUphoria Teen Labs and EUphoria Walks as our first tools for activating the citizenship engagement.

5.4 Collaborating with other ECoCs and promoting intercultural dialogue and mutual understanding among citizens of Eleusis and citizens from other EU countries. We have already launched two open calls targeted on Eleusinian citizens, namely the [100 First Times| International Summer Camp](#) organized by Kaunas 2022 and [ECoCs Neighbours Day](#) organized together with Leeuwarden 2018 and other ECoCs. Through these projects we are giving the chance to citizens of Eleusis to explore activities held in other ECoCs, share experiences with other European citizens and engage them actively with the ECOC vision. Finally, Eleusis 2021 is planning to travel to Rijeka and participate at the ECOC Coordinators Meeting which will bring together 100 representatives of volunteer centres, volunteer managers, volunteers and other stakeholders from different fields and sectors. Mr. Koukmas will also accompany the three selected citizens of Eleusis that will travel in Leeuwarden for the "ECoCs' Neighbours Day" project that aims at connecting European residents that live in former, current and future ECoCs, share their experiences with residents of other European Countries, work together on solving issues, developing community engagement projects or even developing shared projects through workshops, seminars, visits.

During the past months we have promoted the citizenship engagement through projects such as "365 Days After 1147 Days to Go", TimeCircus and Baraka that are representative of our artistic programme's philosophy, which seeks to link art with everyday life, through co-creation with the local community. During the large-scale performance ["365 Days After 1147 Days to Go"](#), the 'leading role' was played by the children of Eleusis as more than 300 children and 600 adults participated in the performance. During the event's preparation, 25 children took part in five music workshops designed by the percussionist Dimitris Desyllas and 400 children from schools of Eleusis and of the Western Attica Region have attended the "I Find My Home" educational programme, through which they got to know the art installation "Upon the Earth, Under the Clouds" and came into

contact with the concepts of the life cycle, mobility and migration. Moreover, during the four-months residencies of Baraka Cirque and TimeCircus in Eleusis, we have worked on the activation of different local organizations and tried to change the perspective on what is contemporary circus. During Baraka Cirque residency, 4048 spectators in total from Eleusis, Western Attica and other Greek regions watched the Baraka Show as well as 580 students from 6 different schools of Eleusis and Magoula and a French School from Athens. We have also involved Eleusis social associations like the Day Care Centre for people with Mental Disabilities “Evrinomi” and the Association Filiki Folia. Not only Eleusinian associations were involved as children from the City Plaza - an abandoned hotel that was transformed into a Refugee Accommodation and Solidarity Space-were invited to see the performance. In addition, different Greek Circus teams got familiar with the Eleusinian context as Baraka team has collaborated with groups from Athens and Patras, offering workshops/seminars/performances. On the other hand, TimeCircus residency was a pilot period for our long-term collaborative project LANDSHIP with the aim to get to know better the city’s context and its citizens for the future. However, municipal employees helped a lot the TimeCircus team and many local companies supported them with materials, machines and accommodation equipment.

In addition, through the preparation of the Projects and Sub-Projects such as “European Histories”, “Distant Relatives”, “RefuGe”, “Aeschylus”, “City Mysteries”, “European Music Day 2018”, “Night of Philosophy”, “Usual Bread”, the Artistic Team and the artists are in direct contact and cooperate with citizens, associations, syndicates, movements, communities, amateur creative practitioners, schools and educational agencies in Eleusis, empowering communication networks with them and a sense of co-creation.

6. Corporate Governace & Management

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

The legislator defined it in the company formation of article 265 on municipal companies, with the justification in the explanatory statement, that due to the particular nature of the European Capital of Culture project – concerning large scale organization within a tightly defined time frame, requiring specialized staff, while a large part of the operations consist in collaborations and joint productions with bodies from abroad – the Panel recommended to the Greek government to proceed with legislation that would offer the opportunity to the three final candidate cities to form a Societé Anonyme for the purpose of managing the European Capital of Culture project.

The Ministry of Internal Affairs proceeded with regulation of this matter through article 52 of Law 4403/2016. Following the official nomination of the city of Eleusis, the Municipality of Eleusis conducted a feasibility study before establishing the Company “Eleusis 2021 European Capital of Culture SA”.

Commenting on the recommendations of the panel following the first monitoring report.

Recommendation 1: The fact that the Government selected the form of the company to be an S.A. resulted in many members of the City Council to have been included in the Board of Directors, From the side of the Municipality, persons in positions of responsibility and involved in municipal affairs were selected. Because the Municipality is a 100% shareholder, the responsibility of its Members is exceptional. In the meantime, in co-operation with the Government, a synthesis solution is being promoted so as to meet the EU's requirements for the successful implementation of the project, but also to ensure control of the good operation by the shareholder(praktiko armofiothtvn). The Municipality has also requested the cooperation of the Ministry of Culture for restructuring / improving the composition of the B.o.D.; the competent Minister took up duty a few weeks ago and has requested time to be updated and make proposals. The Minutes, which are attached to the report, have been approved by the B.o.D. and recorded. Nevertheless, the B.o.D. still often meets mainly because of the specificities of municipal business law. The Municipality along with the Ministry of Culture are in discussions with several people who meet the characteristics the EU and panel reccommended. The revision of the synthesis of the BoD will take place as soon as the Municipality Council will operate again after monthly suspension during it’s Chairman change.

The sectors that candidate BoD members are coming from are the following:

Cultural Policy/Cultural Administration
Regional Cultural Development / City Branding
Urban and Spatial Planning
Finance/Development / Auditing

Legal
 Activism /Social Economy / Fund Raising
 Media and Communication
 Business Innovation
 Education & Youth
 Tourism
 Information Technology /New Media
 Social Sciences/History/Social Anthropology

Recommendation 2: The Government has been able at the end of the year, by special legislation, to approve 20 specialized staff posts for the years up to 2022 (Annex 6.1). Up to now the company has managed to hire 12 people. Apart from the CEO and the Artistic Director, 6 Directors, 1 Manager and 3 executive staff member have been placed (Annex 6.2) and the rest of the personnel will be placed by the end of September 2018.

The issue of procurement and public procurement in order to facilitate the speed of decision-making and operation of this specific company is more complicated and the legislation will be re-submitted to it (it was submitted along with recruitment at the end of the year, but clarifications were requested by the relevant ministries) along with all other requirements, such as volunteers, the specificity of artistic project, e.t.c.

Recommendation 3: A complete organization chart and staffing plan (Annexes 6.3 & 6.4), as well as internal and financial regulations (Annexes 6.5, 6.6 & 6.7) were finalized and approved by the B.o.D. To fully harmonize with the EU Recommendations, Government interventions should be completed and reformed accordingly.

Financial / Funding Strategy

Our financial strategy due to the economic crisis in Greece is to stay on track with the funds described in the bidbook and we have no indication that they will be reduced. The very positive aspect regarding the funding is the sponsoring program because as you can see in the table attached we have already made agreements with sponsors and donors for more than a half of our initial target. Considering that we have achieved this with our own efforts we believe that when we will hire an external partner we could reach a new target estimated to 5 million euros in private funding.

We will work closely with local and SME's to make business partnerships and sponsoring agreements more specifically in the sectors of Food & Beverage, Well Being, Local Products and IT/Start Ups. The next few months we will have agreements at least with three of the above.

The company was audited by external independent auditors for 2017 Fiscal Year.

Donations/Sponsors/Partners of Eleusis 2021				
Year	NATIONAL OIL COMPANY	NATIONAL ROAD COMPANY	APIVITA - COSMETICS - WELL BEING	AEGEAN OIL
2017		40.000,00 €		9.920,00 €
2018		10.000,00 €		
2019	100.000,00 €	20.000,00 €	100.000,00 €	
2020	200.000,00 €	30.000,00 €	100.000,00 €	
2021	500.000,00 €	100.000,00 €		
2022				
ΦΠΑ				
Total	800.000,00 €	200.000,00 €	200.000,00 €	9.920,00 €

	Bidbook	Actual	
Municipality target	700.000,00 €	768.000,00 €	110%
Eleusis 2021 target	2.860.000,00 €	1.209.920,00 €	42%
Total	3.560.000,00 €	1.977.920,00 €	56%

MUNICIPALITY	
NATIONAL OIL COMPANY	768.000,00 €

Funding from European programmes

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

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

Income to cover operating expenditures	Bidbook		As of 31/12/17	
	in millions €	in %	in millions €	in %
<i>City</i>	8.67	37%	0.880	3,6%
<i>National Government</i>	2.33	8%	0,150	0,6%
<i>Region</i>	8.67	37%	0,880	3,6%
<i>EU (with exception of Melina Mercouri Prize)</i>	0.85	3%	0	0
<i>Private & other</i>	3.5	15%	0.140	0,6%
<i>Total</i>	24	100%	0.95	8,4%

Operating expenditures As of 31/12/2017	Programme		Promotion		Administration		Others		Total	
	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %
<i>Bidbook</i>	16.5	68.75	3.3	13.75	3.8	15.83	0.4	1.66	24	100
<i>Current situation</i>	0.018	0.1	0.02	0.6	0,14	3.7	0,03	0	0.208	0.86

Our strategy in the field of communication

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

The post of Director of Marketing and Communication will be announced by open call next month (May). It is scheduled 3 positions to be staffed in the coming month. Nevertheless, the staffing of the communications department has already begun by covering both the press office department and the digital marketing & communication department with external partners.

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

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

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

Furthermore, both the large-scale work in the public space "365 days after, 1147 days to go" for the 1-year anniversary of Eleusis being designated the European Capital of Culture 2021 and the Baraka Circus, have been particularly successful. With regard to the first event, there was a mass dissemination of information to the local audience, it was covered by all national TV networks and it was presented to most of the national printed and online press.

Regarding the Baraka Theatre-Circus Show, the communication was based both on the printed and the online press, with targeted advertising in major 'free press' newspapers in Athens, the local press covering the whole Thriasian Plain and a number of publications at the national printed and online press. As a result of their success, the Baraka Theatre-Circus Show performances have been extended. The communication for this project aimed to gradually introduce the public to the concept of the contemporary circus through the press publications and the continuous posting on our social media channels. The gradually growing success of this show has given us the opportunity to identify and evaluate how the mouth-to-mouth distribution works within our local community, and how we can mobilise local audiences in relevant projects in the future.

Another action that enriched the content of Eleusis 2021 was the 4-month presence in Eleusis of the Belgian team of artists, engineers and craftsmen TimeCircus from Antwerp. Although due to their work's nature, their project could not be open to the public, we managed to record -using calendars and photographic material- the stay and the work they produced in the city of Eleusis.

Eleusis 2021 will continue along this path in the future too. It is through our diaries that we aim to introduce the public to the evolutionary process of transforming the city through the European Capital of Culture organisation. These diaries include the experiences from the journeys of our executives abroad, as well as the evolution of the artistic projects that have already begun to be implemented in the city of Eleusis within the ECoC programme

Also, the information campaigns planned in cooperation with Athens International Airport, Attiko Metro, Piraeus Port and the Municipalities of Athens and Piraeus were postponed for the following year, until the smooth functioning of Eleusis 2021 S.A. Finally, awareness campaigns and communication strategies designed to inform and [24] communicate the programme of Eleusis 2021, could not be implemented due to a lack of resources and collaboration -among others- with a creative agency.

The partnerships for communication sponsors with a) the Greek General Secretariat for Information and Communication and b) ελculture; the leading guide to the highlights of the Greek art & culture scene had a positive outcome. The implementation of the programmes, together with the information campaigns will start to be implemented as soon as the necessary resources for their realisation are ensured as soon as possible in 2017. The audience segmentation strategy was based, not that much on the

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

Also, we finalised negotiations for the conclusion of a major strategic agreement with the Hellenic Broadcasting Corporation (ERT), through which Eleusis 2021 projects will be covered from now on both by ERT's TV channels (ERT1, ERT2, ERT3, ERT4, ERT HD, ERT World) and radio stations (First Programme, Second Programme, Third Programme, ERA Sport, Kosmos 93.6, Voice of Greece, 102 FM and 95.8).

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

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

Also, the new website of Eleusis 2021, which will be segmented according to the artistic programme of Eleusis 2021, will be online in the coming months. It will be an innovative interactive web portal whose content will now be enriched by the directors of the artistic programme and public's activation with the aim of fully disseminating information about Eleusis 2021 both at local and national level and at European level.

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

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

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

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

In December, we established contact with both the Ministry of Foreign Affairs and Mr. Tzanakis Dimitris and the Greek National Tourism Organization and Ms Spakouri Athina, in order to define a common communication and [25] promotion strategy with Eleusis 2021. Despite the positive intentions, the discussions remain at the planning level, until a MoU is signed between the stakeholders.

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

The attached annex 6.4 represents in detail the actions that took place from November 2016 to date regarding the marketing and communication sector of Eleusis 2021. The annex also includes in detail the actions for the tourism promotion, the planned

information campaigns, the support of Eleusis 2021 events, the planned projects, the presentations of Eleusis 2021 in Greece and abroad, as well as the communication of Eleusis 2021 through the channels of communication of the organization (web, social media, newsletter, press releases, communication sponsors). Also, a detailed description of the project by theme, comments on their development, and a timetable for their implementation can be seen.

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

7. Key milestones for 2018

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

Key Milestones 2018												
	January	February	March	April	May	June	July	August	September	October	November	December
A. Contribution to the long term strategy	2017 Monitoring Project team wrap up Meeting		Baseline. Monitoring Results							Working Year Internal Monitoring Meeting	Revision of the Cultural Strategy in cooperation with the Municipality	
B. Artistic Programme	Business plan for the 10 projects originally planned to start in.			Ongoing activity of the 10 projects								
	Appointment of 4 creative producers	Artistic research, partner research, development of partnerships and business plans for the projects, development of the plan										Concluding with 50%-60% of the programme
C.Capacity to Deliver	Appointment of 5 executives according to the staffing plan			Appointment of 10 executives according to the staffing plan		Annual Infrastructures. Evaluation Meeting						Internal monitoring review
D. Outreach						Annual Meeting of Sponsors & possible sponsors & donors	Annual Meeting of the Volunteers and other teams support ECoC				Annual Meeting in the occasion of ECoC delegation	
E. Management	Finalisation of the Legal entity changes & adjustments	Audit results for 2017	New funding application program	2nd funding from the Prefecture, Municipality and National Government					Mid-term audit	2nd Eu funding application program		Team year results