

# RHODES

DODECANESE



JOURNEY TO THE LIGHT









**Bid Book**

A massive thank you to Rhodian civil society, institutional representatives, the Rhodes 2021 team and our many friends abroad for taking part in this co-creative process to bring the title **European Capital of Culture** to Rhodes in 2021. We will proceed with curiosity, passion and creativity regardless of the outcome and make this an exceptional Journey to the Light!

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## Table of Contents

### INTRODUCTION

Why Rhodes wishes to be European Capital of Culture in 2021 .....	7
Rhodes, the Dodecanese, the Aegean, Europe and the East.....	9
Rhodes – a profile of a cultural city .....	10
Rhodes 2021, candidate European Capital of Culture Programme Concept.....	13
<b>Part 1: CONTRIBUTION TO THE LONG-TERM STRATEGY</b>	
Rhodes Cultural Strategy 201–2019 and beyond .....	15
Sustaining cultural activities beyond the title year .....	18
European Capital of Culture as an integrated action in the long-term development plans for Rhodes .....	18
Cultural, social and economic impacts for Rhodes post 2021 .....	19
Monitoring and Evaluating Rhodes 2021.....	20
Tracking and monitoring our goals and defining success .....	22
Time-table for monitoring and evaluations .....	24
Dissemination of results.....	25

### Part 2: EUROPEAN DIMENSION

Promoting Cultural Diversity of Europe, intercultural dialogue and greater mutual understanding between European citizens .....	27
Highlighting the common aspect of European cultures, heritage and history, as well as European integration and current European themes.....	28
Featuring European artists, cooperation with operators and cities in different countries, and transnational partnerships.....	28
Strategy to attract the interest of a broad European and international public.....	29

Links between our cultural programme and the cultural programme of other cities holding the European Capital of Culture title.....	29
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### Part 3: CULTURAL AND ARTISTIC DIMENSION

Artistic vision and strategy for the cultural programme .....	30
<b>Structure of the Cultural Programme .....</b>	<b>31</b>
Selection Criteria for activities in the Cultural Programme .....	48
Combining local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions.....	49
Involving local artists and cultural organisations.....	50

### Part 4: CAPACITY TO DELIVER

Cross-party Political Support .....	52
Cultural infrastructure and use.....	54
Getting here .....	58
Tourist absorption capacity .....	58
Planned timetable for new cultural infrastructure .....	58

### Part 5: OUTREACH

Civil Society Involvement .....	60
New opportunities for a wide range of citizens.....	61
Audience Development.....	61

### Part 6: MANAGEMENT

Finance .....	63
Organisational structure.....	68
Contingency planning.....	73
Marketing and communication .....	75

### Additional information

Our application is special because.....	77
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## INTRODUCTION



### Why Rhodes wishes to be European Capital of Culture in 2021

*Rhodes invites fellow Europeans to join our journey to the light!*

**BY BECOMING** European Capital of Culture 2021, Rhodes will affirm its role as an important European location of historical memory, as a site of intellectual development in the arts and sciences, and as a hub for the dissemination of European ideals and ideas for the future. This bid involves Europe, Greece, and Rhodes.

**Europe** is struggling with monumental issues: immigration, refugees, religious intolerance, fragmentation, conflict and unequal economies. Europe needs to regain its credibility as a humanitarian and economic powerhouse. Europe has been a model continent for peace, dialogue, and freedom of expression, and Rhodes, as a European Capital of Culture can help deliver this image.

**Greece's** image has similarly been traumatized. There is a perception of Greece that focuses on financial disarray, an exhausted moral fibre, and low citizen self-esteem. Greece must overturn this perception and a strong European Capital of Culture programme, led by Rhodes, will help project a new positive image of the country as a powerhouse of creativity.

**Rhodes** is a city and an island bursting with treasures that attest to its humanitarian, cultural, and intellectual achievements, even if they appeared somewhat faded, during the economic boom years. In the quest for economic development, we sometimes lost sight of our cultural and intellectual bearings. For too long now, we have become synonymous with sun, sea and mass tourism. Rhodes needs to re-establish itself and remind the world of its exceptional intellectual and artistic profile underpinned by strong European values.

On the far edge of Europe, Rhodes is an island that has experienced the vicissitudes of Europe and Greece. However, it also historically exemplifies a peaceful, multi-cultural and productive society that celebrates cultural and religious diversity. Inspired by European traditions and the tough questions ancient philosophers asked, the Rhodes 2021 bid will explore a European citizen's journey to enlightenment by challenging everyone in Rhodes, in Greece, in Europe, and in its Mediterranean neighbours to jointly create, debate, work, and find solutions.

Against an international backdrop of fears of immigration, terrorist threats, and economic uncertainties, Rhodes believes that this bid can rise up to the challenge, becoming a beacon of hope for Greece and Europe. Rhodes has always been a receiver and catalyst welcoming different nationalities, religions and cultures, celebrating their diversity. Rhodes has a proven record as a location inviting reflection and debate on tough subjects, as a place where bridges get built. Issues that are controversial for Europe, including migration and fear of the Other, freedom of expression and terrorism, hate crimes and growing walls and divisions within and beyond Europe can be explored fruitfully in Rhodes through culture, the arts, and tolerant traditions. By celebrating the journeys of different cultures, we hope to build bridges between Europe and its neighbours.

*The journey is a metaphor for how a person becomes enriched and enlightened with every additional social and cultural contact*



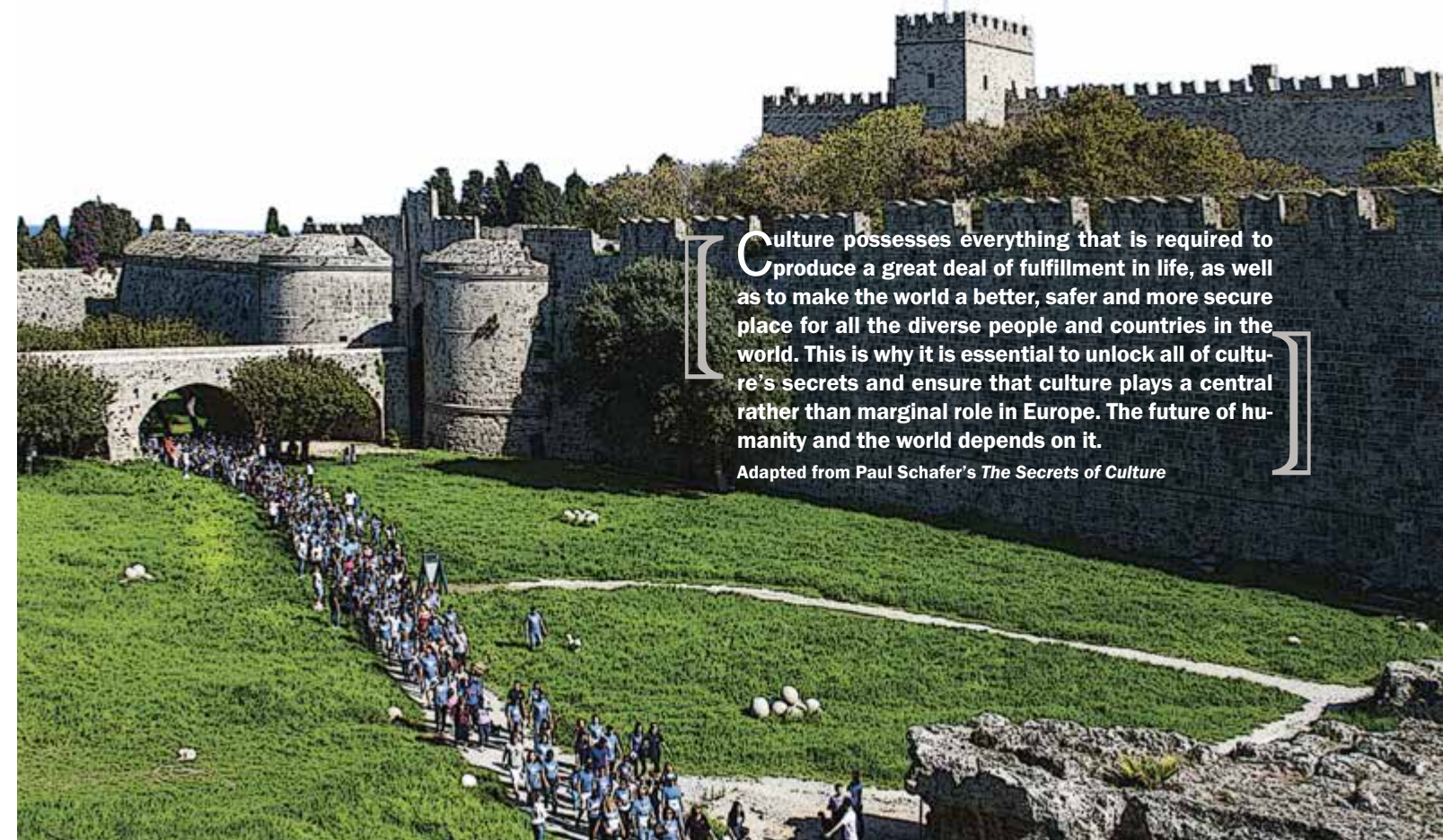
Rhodes needs the European Capital of Culture designation to help drive our robust plan to enrich the island's cultural activity, imagination, creativity, and individual leadership. Rhodes' vast built heritage encapsulates centuries of Europe's past. Rhodes 2021 wishes to go further in protecting Europe's intangible memories from future loss. Rhodes is an ideal place to explore memories of Europe as it is home or holiday place for many European elders. We look forward to capturing their wisdom and ideas for future generations. This is an ambitious programme to bring older people back into the mainstream and protect and share their memories of Europe. We will foster cross-generational relations in an effort to stimulate young people to engage with the past as we give value to our elders' wisdom and knowledge. This will be a component of a coherent and integrated development strategy fostering institutional collaboration, formal leadership training, and cultural education policies that valorize our rich history and heritage. Being European Capital of Culture will provide a unique platform on which to integrate and carry out these endeavours.

Sustainability is a particularly potent issue – not just for Rhodes. The Rhodes bid for European Capital of Culture 2021 presents a significant opportunity in connection with a future vision of environmental sustainability in the south-eastern region of the Mediterranean as well as across Europe. Uncontrolled exploitation of terrestrial and water resources, driven by the interests of development and tourism, has not taken into account the beauty of the landscape and biodiversity nor the rich cultural traditions of local communities. At the same time, this island microcosm is an ideal context in which to engage with major issues on a smaller scale and experiment with solutions involving a range of social, economic, and cultural initiatives.

Through Rhodes European Capital of Culture we will champion a new relationship between residents and holiday-makers to the Dodecanese Islands, whether culturally inclined or leisure seekers. Rhodes will be better able to respond to recommendations from UNWTO and the World Global Sustainable Tourism Council to re-think tourism in sustainable and creative ways. New dynamic cultural activities and food experiences will contribute to the Europe 2020 agenda for smart, sustainable, and inclusive growth. Working with hotel associations and management, our artistic and creative programme will maximize possibilities for inclusive projects bringing together local and international artists, sustainable tourism experts and entrepreneurs, hotel personnel and the widest age-range of hotel clientèle. Rhodian openness and friendliness towards visitors to the island is legendary and we want to capitalize on this to develop meaningful experiences between citizens and visitors, while contributing to the sustainability of the island's resources. The bid process has already enabled us to commit to sustainable planning for 2015-2025 and has shown how valuable having the title will be.

Rhodes needs new and interesting job opportunities for its younger generation. Being European Capital of Culture will allow us to pilot new creative industries projects. Our cultural programme will contribute to entrepreneurship, encourage smart specialization in the creative industries, prevent social isolation, and give youth new hope. This is being acknowledged by the Rhodes cultural community. With a vital and energetic youthful population, Rhodes, as European Capital of Culture, can accomplish multidimensional and sustainable development in the creative and digital sector and other industries as well as in terms of its institutions and urban development. It will take this designation for young people to believe to their future. Concentrating on the plethora of talents and innovation amongst young Rhodians, Rhodes 2021 will invest in this arena, ensuring that entrepreneurs remain in Rhodes and the Dodecanese with pride in their contribution to the dynamism of the region. By encouraging new cultural and creative interactions across different social groups, we aim to foster social cohesion and inclusion at many levels.

*This bid is about art and the human spirit. We have chosen the concept of the journey as a metaphor for the path to self-discovery engaging more inspired and compassionate citizens.*



Culture possesses everything that is required to produce a great deal of fulfillment in life, as well as to make the world a better, safer and more secure place for all the diverse people and countries in the world. This is why it is essential to unlock all of culture's secrets and ensure that culture plays a central rather than marginal role in Europe. The future of humanity and the world depends on it.

Adapted from Paul Schafer's *The Secrets of Culture*

### Rhodes, the Dodecanese, the Aegean, Europe and the East

**THE RHODES** European Capital of Culture bid is premised on building cooperation between the city, the island, the Dodecanese, the wider Mediterranean basin, Europe, and the East. By working outwards from the City of Rhodes in relation to the island's remarkable landscape, its villages, rural communities, mountainous areas and varying coastline, we aim to build a wide programme of creative projects. The island of Rhodes has 44 villages in addition to the city, with an overall population of more than 115,000 inhabitants.

Rhodes 2021 will further generate and help share multiple projects throughout the Dodecanese Islands, in endeavours to explore mutual traditions, aspirations, and challenges, with a creative potential for both citizens and visitors, while invigorating the islands' relationship with Europe through active collaborations. Rhodes is the capital and largest island in the **Dodecanese**, which means *12 islands*, though in fact the group consists of 18 inhabited islands and numerous islets. Their combined population exceeds 190,000 inhabitants, while their combined surface covers an area of more than 2,500 square kilometers. Each one of these islands has its own identity, its own culture, and their people provide a unique inspiration, as well as venues for cultural and artistic expression. In order to share the opportunity that the ECOC offers and as an expression of solidarity, the Rhodes European Capital of Culture programme will highlight at least one island every month, with actions promoting their particular culture and products.

Rhodes is only 18 km away from the coast of Turkey, a country with which we have a strong and collaborative relationship. Our journey, being a European journey, will include neighbouring countries in all creative projects fostering human relations, creativity, peace, openness, and shared prosperity. Our journey will be based on the principle of "Social Erasmus" which will permeate all our actions.



## SOCIAL ERASMUS

**All projects** included in the Rhodes 2021 European Capital of Culture programme, must co-operate and collaborate with at least 2 EU countries and 1 non-EU country. This is included as part of the selection criteria and will be monitored and evaluated to understand its effect on networking, co-operation, sharing and the development of partnerships.

In committing ourselves to a programme of collaboration and solidarity we will also seek to involve the nearly three million international visitors a year. This is a major opportunity to touch the hearts and minds of many Europeans as well as other visitors during their stay in Greece. We wish to build a new relationship with visitors throughout the year, surprising and delighting them while being dealt with as guests rather than clients.



### Rhodes: profile of a cultural city

**ACCORDING TO MYTH**, the island of Rhodes emerged from the sea as a gift from the head of the gods Zeus to godly Helios (the sun). It has been inhabited since 4,000 BC, first by the mythical Telchines, followed by the Minoans and later by the Dorians. Three city-states were established, Ialysos, Kamiros, and Lindos, which united into the city of Rhodes in 408 BC. Since then Rhodes has been a centre of trade, art, and industry, welcoming the Phoenicians and spreading a spirit of cooperation across the shores of Asia Minor and throughout the Mediterranean. Persians, Athenians, Macedonians, the Ptolemies from Egypt, and Romans led the island city to the Hellenistic period. Recognized as a cradle of culture during the Pax Romana, Rhodes welcomed artists, athletes, philosophers, scientists and their students from all parts of the ancient world. At that time, Julius Caesar, Marcus Tullius Cicero, and many others came to attend its renowned school of rhetoric.







The medieval period was also associated with a multicultural society in Rhodes, with Byzantine Greek, Arab, Turkish, and Genoese residents. Eventually, Saint John's Knights Hospitalers established their base on the island. For two centuries Rhodes became a centre of European cooperation and the home of different ethnic, linguistic, and religious communities, languages and religions. The Ottoman conquest introduced an eastern perspective: *Rhodes became the window through which the West observed the East and vice versa* (M. Kanellakis).

The twentieth century brought forty years of Italian authority, war and the tragic loss of Rhodian Jews, British peacemaking, and finally integration into Greece. Capital of the Dodecanese, Rhodes is at the very edge of Europe, its neighbours including Turkey, Cyprus, Lebanon, Israel, Palestine, Syria, Egypt, and the Middle East area. Rhodes remains a gate, a bridge and a marine route that connects Europe with the wider region of the Eastern Mediterranean.

*Today Rhodes continues to welcome the world  
as it has done since it "emerged from the sea"*

Rhodes is proud of its heritage and its historical influence on Europe. The Medieval City of Rhodes is a UNESCO World Heritage Monument. This is a perfect backdrop against which to envision a future caring society "that looks to the West, with the East in our hearts" (A. Xanthis). The Rhodes 2021 programme wishes to build on this image of an innovative, creative, multi-national, outward-looking, welcoming city that engages thoughtfully with visitors, inspires meaningful debate, celebrates youth, educates children imaginatively, initiates trends and radiates a will to see Europe evolve creative and harmonious partnerships among compassionate European citizens and others.



### **Rhodes 2021, candidate European Capital of Culture Programme Concept**

**THE ARTISTIC VISION** for Rhodes 2021 is to inspire Europe by building collaborative projects which bring people together peacefully, thoughtfully and creatively. Using as many artistic disciplines as possible (visual arts, music, heritage, literature, opera, theatre, cinema, dance, architecture, crafts, storytelling, training, sculpture, digital arts, urban arts, public art, gastronomy etc.) to reach as many people as possible, we hope to build solidarity by sharing ideas, talents and skills with each other, in a dynamic and daring laboratory of reflections and actions concerning human values.

Rhodes has always been a global hub, a receiver, a catalyst of cultures and focal point of co-existence. Given Rhodes' close proximity to the Islamic world we aim to establish a point of dialogue and cooperation between Western and Islamic civilizations. Such dialogue is critical at a time when Europe and southern European countries respond to an influx of refugees from the conflicts in Syria and elsewhere. In order to coexist successfully and peacefully we must learn to be open to each other's cultures, traditions and religious practices. Rhodes as an island will bring together representatives of neighbouring fractured countries and areas in a highly practical and creative ways. While Rhodes' closest neighbouring is Turkey we want to extend programmes to include the Middle East, Egypt, Morocco etc. Art and Creativity can become a fundamental tool for peaceful coexistence as they transcend linguistic, religious, political, and geographical frontiers. Building projects together can enlighten, heal and inspire togetherness and productivity in the best sense.

### **CREATIVE SPACES - CREATIVE PEOPLE - SOCIAL ERASMUS**


To reinforce the principle of collaboration beyond our shores, all projects in Rhodes 2021 will be undertaken with at least two European partners and one neighbouring Mediterranean partner, our *Social Erasmus* concept. The House of Europe in Rhodes has committed itself to evaluating project proposals for Europe-wide actions from local associations and will locate potential partners across Europe and the Mediterranean, along with proposals regarding required financing tools and resources.





The year will also include some important and symbolic infrastructure projects – most notably the refurbishment and reopening of the **National Theatre**. The National Theatre has been an open wound for the city and its reopening is planned to coincide with 2021, while an ambitious programme will embrace Opera, Ballet, Theatre, Music, Cinema (in cooperation with the National Opera of Greece, the Niarchos Foundation, the Athens Concert Hall, the Onassis Cultural Centre and artistic groups).


### ***Journey to the Light***, Rhodes 2021's cultural programme


has been divided into **five** artistic pillars (concepts) that aim to address five main goals/objectives:

 **Citizen Europe** – has the objective of underpinning European values such as peace, freedom of expression, openness to others and social equality and encouraging the emergence of a new European citizenship by nurturing young emerging leaders and supporting co-creation in Europe and beyond.

 **Art over Troubled Water** – has the objective of highlighting Europe's efforts to promote peace and reconciliation, raise awareness and fight prejudice in regard to fear of the “Other” and promote cross-cultural understanding between East-West.

 **Rhodes and Re-gensis** – has the objective of promoting a positive image of Rhodes, Greece and Europe, by celebrating Rhodes as a creative, innovative, entrepreneurial and cultural space while celebrating the history and heritage of Rhodes, the Dodecanese islands and indeed Europe.

 **Sustainability U-turn** – has the objective of looking at sustainability and tourism in a new way, reducing the island's reliance on external produce and improving the quality of the local cultural and tourism experiences.

 **YouTh-turn** – has the objective of creating new opportunities for young people by providing opportunities for youth engagement and networking through creative projects and in so doing inspire a new generation of young entrepreneurs.



## **Part 1:**

### **Contribution to the Long-term Strategy**

**Rhodes  
Cultural  
Strategy  
2015-2019  
and beyond**

**T**HE RHODES cultural strategy is outlined in a section of the Rhodes Municipality Operational Plan 2015-2019. This was approved by the City Council, by Decision n. 380/2015, and expresses the vision of the City regarding creative and sustainable development, focused on the citizen as the centre of any substantive investment and perspective. The cultural plan comes under Axis 2 of the operation plan.

The operation plan introduces some of the national and international challenges facing Rhodes, including the financial crisis, political instability in the south Mediterranean area, and the refugee flows affecting Rhodes and the islands of the Dodecanese. The biggest challenge for culture in Rhodes today is for it to contribute to the development of SMEs, introduce smart specialisation in creative industries, prevent social isolation, and give youth renewed hope. Local administrations, the City, and the Regional Council converge in support of the following cultural policy objectives:







1. Sustaining social coherence;
2. Consolidating local identity through culture and heritage;
3. Restraining the impact of the economic crisis;
4. Eliminating any racist or nationalistic behaviors;
5. Upgrading culture in the daily life of citizens;
6. Undertaking actions to promote understanding and ownership of public spaces;
7. Enabling artistic creation in civil society;
8. Promoting synergies between Rhodian, Greek and European identities as cultural relations based on common roots;
9. Encouraging alternative forms of tourism, based on experiences of local identity;
10. Protecting and upgrading the environment, so that its quality and venerability be recognized and cherished.

The Operational Plan has the following Lines of Action

## A. Infrastructures and tangible assets


- 
1. Registration of cultural infrastructures;
  2. Restoration studies for cultural infrastructures;
  3. Restoration and conservation of tangible cultural assets;
  4. Preservation and upgrade of the centre of villages;
  5. Operation of the Museum of Contemporary Dodecanese History;
  6. Unification and integration of public and municipal libraries.

## B. Tradition – History – Intangible assets

- 
1. Creation of a register of public and city archives and researchers;
  2. Completion of the conservation of the Ottoman and Italian archives;
  3. Historical documentation of the Italian occupation;
  4. Research and documentation on humanitarian studies and creation of preservation studies, in cooperation with the University of the Aegean;
  5. School classes and activities on local history and tradition;
  6. Actions to promote the timeless multicultural image of the islands.




## C. Arts


- 
1. Establishment of a symphony orchestra;
  2. Reinforcement of the activities of the International Centre of Writers and Translators;
  3. Setting up of amateur theatrical teaching and performances structures;
  4. Reinforcement of the activities of the Municipal Museum of Modern Greek Art in terms of public awareness and participation;
  5. Organization of annual festivals of theatre performances, traditional dance, photography, short movies and choirs.



## D. Sustainable Development

- 
1. Documentation and dissemination of traditions and heritage in local art, promotion of local resources, nutrition, way of life, traditional building techniques etc.;
  2. Establishment and promotion of alternative forms of tourism, including agro-tourism, hiking tourism and creative tourism.

## E. Support actions

- 
1. European funding programmes;
  2. Research on local history, sociology, anthropology and architecture;
  3. Establishment and operation of a municipal publishing company.

The process of bidding for European Capital of Culture helped make it apparent that the City needed longer-term planning and, as a result, a public process was initiated to generate a strategy plan for culture that would go beyond the term of office of the current Mayor, extending at least to the end of 2021 and including investment projects, with a significant proportion of the city budget going to cultural activities. This new plan is intended to secure the European Capital of Culture title and its legacy and is expected to be approved in 2015.





### Sustaining cultural activities beyond the title year

**THE RHODES** candidacy is part of the development plan for culture of the City of Rhodes in the years through to 2019 and beyond, and has involved a broad participatory process, with the active involvement of civil society and political parties across the spectrum. This process underpins the sustainability of the project as it is backed by many local artists and citizens. At the same time, the programme aims to establish new networks and contacts that, alongside the opening of the National Theatre and other cultural venues, will enable hosting, co-producing and participating in international projects long into the future. Ensuring that knowledge and creativity brought to Rhodes during the ECOC year is sustained in the long-term is a priority and a strong emphasis will be placed on training Rhodes stakeholders to work creatively and professionally in international collaborations, strengthening their creative and management skills.

Our objective also is that 80% of the events, festivals, and performances will not be one-off events, but a first step in a process of self-sustainable annual or biannual activities.

### European Capital of Culture as an integrated action in the long-term development plans for Rhodes

**THE RHODES** candidacy for the ECOC 2021 title fits well with all areas of the Municipality Operational Plan 2015-2019 and contributes to its coherence. Rhodes 2021 recognises that a holistic approach to culture, tourism, sustainability, and agriculture is needed in order to resolve some of the challenges confronting the island. In the context of the candidacy, culture becomes the critical link between development, tourism, sustainability, and quality of life. This is reflected in current drafts of the city's Development Plan, which is expected to be approved this year and become applicable until at least 2019.

The Cultural Plan is a critical dimension of the overall development plan for Rhodes and Rhodes 2021 objectives sustain particular targets of the Rhodes Municipality Operational Plan 2015-2019 that include:

1. **Reinforcement of local economy and employment**, based on the promotion of Rhodes as a renowned resort, through reorganization of tourism services, interactive association of the visitor-directed cultural product of the island, and differentiation of the local productive system to sustainable local development.
2. **Protection of the structured and natural environment**, sustainable use of natural recourses and improvement of the living standard, by preventing deterioration of the built and natural reserves, dealing with waste disposal and recycling, providing upper scale living standards, promoting the natural and building stock of the island.
3. **Reinforcement of social coherence by confronting social issues**, such as unemployment, protection of vulnerable population groups, the elderly and uninsured citizens and the immigrants, free access to quality health and social welfare services.
4. **Integration of the basic infrastructures for the development and orderly operation of the Municipality**, with emphasis on the accessibility of the area by improving the road, air and port transportation.
5. **Improvement of the quality of offered services to the citizens of the Municipality**, by restructuring and upgrading departments, in terms of communication with and service to the public, educational training as well as good working conditions for employees.
6. **Reinforcement of the basic infrastructures for education, culture and sports**, espe-

cially cultural activities and educational programs, with emphasis on restoration and modernization of existing school buildings, stadiums and theatres of the city and the island.

The new cultural strategy highlights the need for long-term joint initiatives for the development of the island as a whole. One priority is for the city of Rhodes to increase cooperation with and among the Dodecanese islands, in relation to culture, but also in terms of a joint strategy in line with the development plan for Rhodes.

With tourism such an integral part of Rhodes and the Dodecanese Islands, Rhodes 2021 European Capital of Culture objectives fit perfectly with the tourism strategy of the city, which can be summarised in the following lines of action:

1. Approaching new tourist markets, such as China and Japan;
2. Supporting departments and operations of tourism;
3. Expanding the net of information points throughout the Dodecanese islands;
4. Supporting and promoting alternative forms of tourism, including agro-tourism, hiking tourism, and crafting tourism;
5. Supporting and promoting cruising tourism;
6. Supporting and promoting local products;
7. Disseminating local heritage and visitor-directed points of culture to pupils and citizens;
8. Extending the tourist period throughout the year, given the good weather conditions and infrastructure;
9. Rewards-related actions, such as welcoming cruise and aerial visitors, celebrating the Global Tourism Day on 27 September, and honouring frequent visitors;
10. Promoting activities of the European Capital of Culture 2021 candidacy.

The five-year tourism operation plan envisions promotional actions for Rhodes 2021, which dovetail with Rhodes 2021 objectives that include support for sustainable and alternative tourism, extending the tourism season, disseminating cultural heritage and tourism products and promoting local products.

### Cultural, social and economic impact for Rhodes post 2021

**THE cultural impact** of Rhodes 2021 is already apparent. The raised profile and importance of culture in private, public and third-sector initiatives across the island has strengthened commitment to the sector and has led to a revision of the city's long-term plans. The new cultural strategy plan involves a more coherent cultural offer for residents and guests alike, while ensuring greater transparency and accessibility as far as public authorities are concerned and a new commitment to joint public-private funding for cultural projects.

The **social impact** of hosting a European Capital of Culture programme involves, among other things, greater opportunities to develop social relations, including the special emphasis we wish to place on the elderly and the young. Our programme will also challenge notions of disability and promote the arts as a field where all people, no matter what their individual circumstances, can participate.

Moreover, Rhodes 2021 is set to positively change the relationship with visitors to the island by creating opportunities for meaningful exchange and dialogue between residents and guests.



Finally, by pioneering the **Social Erasmus** concept, Rhodes 2021 seeks to multiply these effects at a European level.

The **economic impact** is also particularly important for Rhodes after 2021, as our programme seeks to increase meaningful career opportunities for the highly qualified Rhodian youth. By attracting and generating initiatives for study and research, for peace and dialogue, for international conferences and debates, we look forward to providing a new type of employment in cultural management.

At the same time, we hope to explore how to professionalize and improve hospitality service training opportunities thereby making them once again attractive career options. This can have a dramatic impact on the social fabric leading to new entrepreneurial initiatives in sustainable and creative tourism.

A significant emphasis will be placed on developing creative industries in Rhodes. It is a sad fact that many of the souvenirs sold on the island are not currently designed or made on our Island. Our aim is to address this through Rhodes 2021 projects that connect designers, young entrepreneurs and investors through a partnership with the Chamber of Commerce.

Finally, 80% of the produce needed to service the hotel industry on Rhodes is currently being imported from elsewhere, at great cost to the environment and local agriculture. Raising awareness through cultural interventions is an important step in re-connecting hoteliers and agricultural producers and finding new outlets for the distribution of agricultural products on Rhodes.

### Monitoring and Evaluating Rhodes 2021



**THE RHODES 2021** candidacy has become one of the key development strategies for the city, the island and the Dodecanese and a means to ensure long-term, sustainable economic, social, cultural and environmental outcomes. Monitoring and evaluating the impact of Rhodes 2021 will be undertaken under the leadership of the University of the Aegean and the Rhodes 2021 team in joint projects involving local partners engaged in managing different actions.

**Partner - University of Aegean.** The University of Aegean, through its Department of Mediterranean Studies (DMS) will be the principal partner in evaluating and monitoring the long-term effects of Rhodes 2021 European Capital of Culture. DMS is part of the School of Humanities and its mission is “to develop and promote knowledge about the language, ancient and modern history, ancient civilisation, economic and political structures of the Mediterranean countries, with particular emphasis on the south and south-eastern part of the Mediterranean area”. Founded in 1984 and with departments located on six islands in the Aegean archipelago, the University supports international research and programmes in fields including the environment, communication systems, cultural informatics, product design, food and nutritional sciences, education design and Mediterranean studies.

The Rhodes 2021 team will include a dedicated research officer working in close cooperation with DMS to ensure that information is being shared, so that results of Rhodes 2021 are continuously monitored and evaluated by project leaders as well as communicated.

**Baseline studies and surveys.** DMS will monitor the long-term effects on the city in terms of increased cultural expenditure, cultural supply, participation and consumption. The methodology will include research, focus groups and surveys. This work will begin in 2016 with a detailed cultural mapping of the city and the island’s infrastructure, third-sector and educational capacity in the field of culture, so as to establish a benchmark against which to evaluate future results. At the same time, this data will be compared with information from the Tourism Office for the needs of a Visitor Cultural Consumption Survey.

Surveys and analysis, both qualitative and quantitative, will explore a range of cultural issues involving habits and behaviours of tourists and visitors to the city, island and region of the Dodecanese. The surveys will be conducted biannually to ensure goals are being met, while results will be disseminated.

**Concrete objectives and milestones.** DMS will commit to an analysis of the following as part of a long-term, independent evaluation of Rhodes 2021:

#### **Objective: Evaluate increased citizen consumption and participation in culture**

- ▶ Map the cultural offer and infrastructure – in 2017, 2019, 2021, 2023;
- ▶ Analyse the cultural investment per capita – in 2017, 2019, 2021, 2023;
- ▶ Conduct surveys on citizen consumption and participation in culture in years that baseline studies and surveys are not conducted and at least until 2025;
- ▶ Conduct surveys on visitor consumption and participation in culture annually and at least until 2025.

#### **Objective: Evaluate the capacity of Rhodes 2021 to increase cross-border collaboration long-term (European dimension)**

Map the current level of cross-border cooperation in the cultural field and conduct surveys on cultural institutions, associations etc. – annually in years that baseline studies and surveys are not conducted and at least until 2025 to determine

1. Level of networking with European and non-European partners;
2. Level of European artists performing annually in Rhodes;
3. Level of Rhodian artists performing annually in Europe;
4. Level of activities that involve co-creation.

#### **Objective: Evaluate the effectiveness of Communication and Marketing tools being used to promote Rhodes 2021 by**

- 1.** Mapping the level of press coverage for cultural projects from Rhodes, locally, nationally and internationally – through the year 2025;
- 2.** Evaluating the effectiveness of the advertising campaign for Rhodes 2021, until 2022;
- 3.** Surveying citizens and visitors to Rhodes to assess if they are more aware of the European Capital of Culture programme as a consequence of Rhodes 2021, annually until 2024.

In addition, the Rhodes 2021 team will track and monitor projects and actions through the collection of data and evidence for the purpose of publicising the results, lobbying for continued support for culture as well as improving and developing programmes in the future. For example, photography projects or video documentaries focusing on secondary schools can provide a useful mix of quantitative and qualitative evidence.



## Tracking and monitoring our goals and defining success

**C****CULTURAL** and civil society operators in Rhodes have already proposed 50 actions to contribute to the 5 main goals and 21 targets for Rhodes 2021. These projects demonstrate the commitment of civil society to the objectives of the programme.

### GOAL/OBJECTIVE 1: *Foster European Consciousness* ( CITIZEN EUROPE )

#### **TARGET 1:** *Cultivate European consciousness*

NUMBER OF ACTIONS: **2** (mEUemory project ► Citizen Music)

#### **TARGET 2:** *Celebrate European cultural values*

NUMBER OF ACTIONS: **1** (Biennial International Cartoon Festival)

#### **TARGET 3:** *Nurture emerging leaders in the power of culture and human values*

NUMBER OF ACTIONS: **1** (Leaders for the Future)

#### **TARGET 4:** *Support co-creation in Europe*

NUMBER OF ACTIONS: **2** (EtchMe ► Smiles)

### GOAL/OBJECTIVE 2: *Support International Cultural Cooperation* ( ART OVER TROUBLED WATER )

#### **TARGET 5:** *Optimise Europe's stance on peace and reconciliation*

NUMBER OF ACTION: **2** (Search for Light ► Forces of Change)

#### **TARGET 6:** *Raise awareness and fight prejudice with regard to refugees*

NUMBER OF ACTIONS: **6** (Educate Educators ► Messages of Hope ► Puppets for Peace ► The Lessepsians ► With love to Romania ► The Stranger in Us)

#### **TARGET 7:** *Promote cross-cultural understanding between East-West*

NUMBER OF ACTIONS: **3** (Greek-Turkish Youth Orchestra ► International Academy of Cultural Diplomacy ► Musical Journey)

### GOAL/OBJECTIVE 3: *Promote a positive image of Rhodes, Greece and Europe* ( RHODES AND RE-GENESIS )

#### **TARGET 8:** *Improve the cultural supply in Rhodes*

NUMBER OF ACTIONS: **3** (Revelation Rhodes through Architectural Routes ► Celebrating the re-Opening of the National Theatre 2021 ► The Floros Art Project )

#### **TARGET 9:** *Improve cultural supplay in the Dodecanese*

NUMBER OF ACTIONS: **2** (Open Villages ► Twelve Shining Stars)

#### **TARGET 10:** *Improve knowledge and respect for Greek heritage*

NUMBER OF ACTIONS: **2** (Womens' Voices ► Journey to Light - 3D Spaces)

#### **TARGET 11:** *Retrace Rhodes-European history*

NUMBER OF ACTIONS: **3** (Routes of Civilisation ► Our Journey ► Passage through Rhodes)

#### **TARGET 12:** *Change image of Rhodes to one of a creative and cultural location*

NUMBER OF ACTIONS: **3** (The Longest International Street Theatre Festival ► Carving Rhodes ► Sailing Again)

#### **TARGET 13:** *Re-visualise the landscape and revive the abandoned medieval and industrial monuments*

NUMBER OF ACTIONS: **3** (The Problem of Beauty ► Loft and Art ► Heritage for the Future)

#### **TARGET 14:** *Reinforce Rhodes as a leading heritage city (re-valorisation of heritage)*

NUMBER OF ACTIONS: **2** (Rhodes International Centre for Protection Conservation and Sustainable Development on Historic Cities ► Medieval Rose Prize)

### GOAL/OBJECTIVE 4: *Develop new sustainable strategies* ( SUSTAINABILITY U-TURN )

#### **TARGET 15:** *Look at sustainable tourism in a new way*

NUMBER OF ACTIONS: **4** (Art, Hotels and Training ► Appetizing Rhodes ► Architecture and Blue ► Journey to the Stars)

#### **TARGET 16:** *Reduce reliance on external produce to feed visitors and Rhodians*

NUMBER OF ACTIONS: **2** (Eating what we grow ► Tastes, Scents, Sounds)

#### **TARGET 17:** *Create a green image of Rhodes*

NUMBER OF ACTIONS: **1** (Grey to Green Rhodes)

#### **TARGET 18:** *Raise awareness about the fresh water crisis*

NUMBER OF ACTIONS: **1** (Land and Water)

### GOAL 5/OBJECTIVE: *Create new opportunities for young people* ( YOUTH-TURN )

#### **TARGET 19:** *Create new spaces for youth engagement with the arts*

NUMBER OF ACTIONS: **2** (Hot House ► Candoco)

#### **TARGET 20:** *Inspire a new generation of entrepreneurs*

NUMBER OF ACTIONS: **1** (Made in Rhodes ► Memorabilia)

#### **TARGET 21:** *Support networking amongst European youth*

NUMBER OF ACTIONS: **3** (When the Past re-becomes Future ► Rhodes International Film Festival ► Rhodes Doc-Lab)



Evaluation methods that will be used will involve self-evaluations and reports by those involved in projects/actions in the main programme. Each objective has been defined so it can be evaluated, in both quantitative and qualitative terms, through specific goals being achieved.

Methodology

**THE ORGANISING PARTNERS** will be responsible for conducting a self-evaluation involving several criteria on a standard form that will include

Quantitative information

- ▶ Number of participants;
- ▶ Specifics of the project (number of performances, exhibitions etc. and locations and venues by geographical distribution);
- ▶ Number of cross-border collaborations (including % that are new);
- ▶ Final cost in relation to amount budgeted

Qualitative information

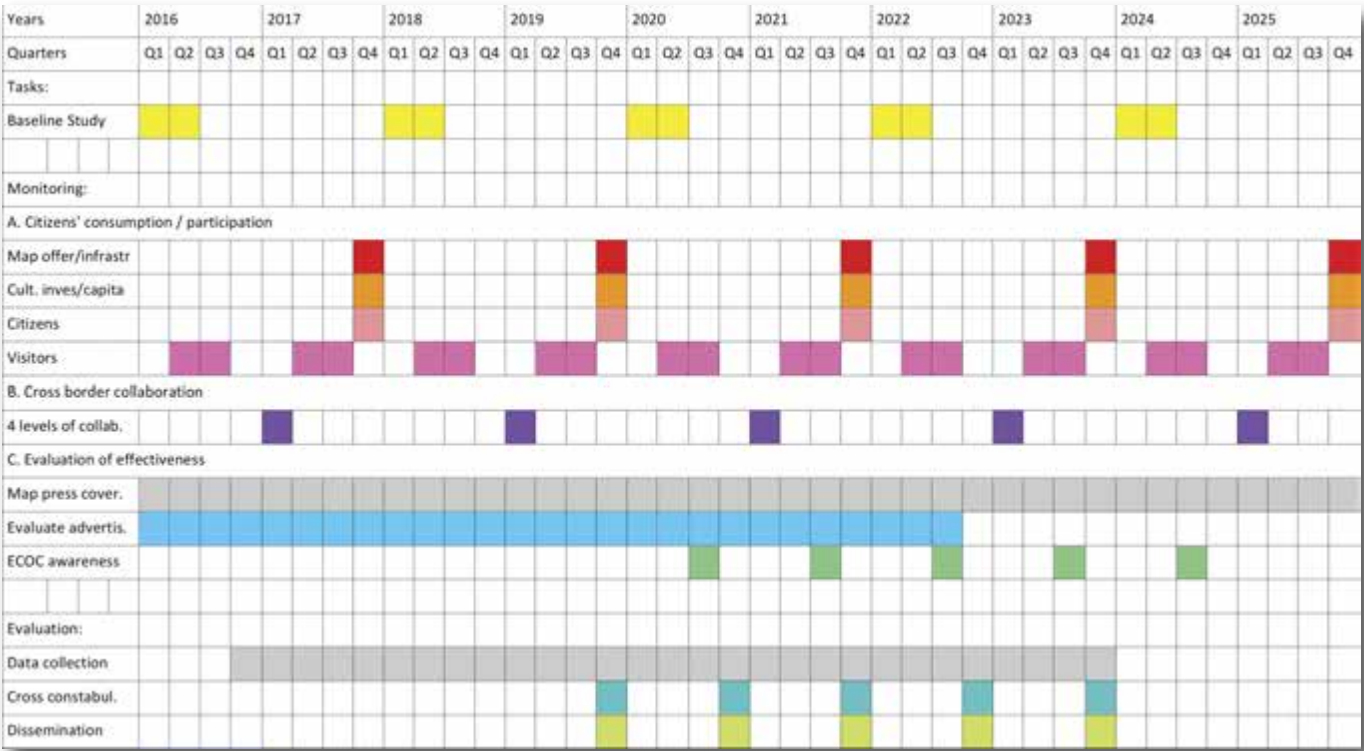
- ▶ Evaluation of the action in relation to its objective;
- ▶ Anecdotal evidence on how the action may have affected particular individuals and groups;
- ▶ Photographic evidence;
- ▶ Video/sound evidence.

Collection and use of data

The Rhodes 2021 team will collect the data (with a staff member monitoring and verifying results) and use it to

- ▶ compile annual global reports by collating the qualitative data (using SPSS software);
- ▶ communicate project results (and visual material) through press and media channels

TIME-TABLE FOR MONITORING AND EVALUATIONS



Dissemination of results

**MAPPING** exercises carried out by DMS on Rhodes cultural infrastructure and supply, will be made available in PDF form, downloadable from Rhodes 2021 websites.

Quantitative measures of success will also be published in PDF form, downloadable from Rhodes 2021 websites and disseminated through Facebook. The communication and marketing plan foresees that key results will be disseminated through local, regional, national and international media.

Qualitative measures of success, including photos and video, will be disseminated using social media channels such as Youtube, Instagram, Twitter and Facebook.

Individual projects have dissemination deliverables, while an overall photography project will seek to collect additional material in efforts to inspire current and future interest in Rhodes 2021.

As part of the **Social Erasmus** concept and in order to achieve maximum inclusion, volunteers will reach out and visit villages in Rhodes to talk about the project in schools, community centres, cafés, and elsewhere, so as to engage citizens that might not follow the project through traditional media channels, targeting specific groups such as the elderly and young people.

A team will also visit the Dodecanese islands to address municipal councils, civil society groups and schools.





## Part 2:

### European Dimension

**IN RHODES**, the many nationalities and religions which closely co-exist, define it as a 'truly European city' and we confidently build on this reality, to develop an exciting programme for and with Europe. While the European Dimension is sometimes an add-on initiative in many European Capital of Culture bids, in Rhodes 2021 Europe emerges at the centre of the programme. We have introduced the concept of a **Social Erasmus** seeking to engage actors from and around Europe in all our projects.

Our bid will not fund already established projects, but will create new opportunities by building collaborations, partnerships and networks in and beyond Europe. Our **Social Erasmus** concept suggests that all Rhodes 2021 projects must include new collaborations that involve at least 2 European countries and 1 non-EU country.

Rhodes wants to capitalise on its position as a hub of European integration, its population being diverse and peacefully integrated.

**Promoting Cultural Diversity of Europe, intercultural dialogue and greater mutual understanding between European citizens**

**CITIZEN SOLIDARITY** projects will involve the participation of all ages from Rhodes in active partnerships with Mediterranean neighbours and diverse European partners. The emphasis, in pursuing European dialogue around mutual understanding will be on shared participatory activity driving our European common aims of tolerance and integration.

Artistic projects will support Rhodes' overall concept of fostering solidarity: small-scale projects built on cross-national partnerships intended to tour regionally to demonstrate cultural diversity; large-scale multi-national artistic events; artist exchanges; multi-year development programmes around shared artistic and philosophical themes; cultural leadership programmes for youth and talent development.

While specific projects may be focused on particular European issues, Rhodes 2021 wants to involve European and neighbouring citizens in sharing the critical issues of everyday life: education, creativity, economy, health and how we live compassionately in a shifting, unpredictable contemporary world.







**Highlighting the common aspect of European cultures, heritage and history, as well as European integration and current European themes**

how to manage ethical tourism; education and leadership in land and local produce; craft and making - balancing new technologies with historical techniques. Rhodes will collaborate closely with its neighbouring Dodecanese Islands on common policies, but will also build dialogue and partnerships with specific islands with particularly defined heritage and tourism identities, for instance Malta, Sicily and Corsica.



**Featuring European artists, cooperation with operators and cities in different countries, and transnational partnerships**

notaur in a Dodecanese context; can bring together large numbers of adults, youth and children with the Greek/Turkish Youth Orchestra; looks forward to ORLANDO GOUGH and his singing project for separated refugee families; is in discussion with AIRAN BERG (Turkey/Italy/France/Germany) for an opera based on the Aeneas story, involving youth and the elderly with INBAL PINTO and AVSHALOM POLLAK's dance company whose work focuses on solidarity issues involving Palestine/Israel/Mediterranean communities while integrating crafts makers into its design concepts.

Moreover, CANDOCO or a similar dance company, which presents high quality, professional level dance with disabled dancers, will be brought to the island to inspire and motivate disabled children. We want all children born with disadvantages to realise their potential is equal in the arts.

**B**EING a small island with limited physical resources, Rhodes wishes to combine our European concern for the preservation of beauty and heritage with strategies for a stable economy and a viable balance between citizens' quality of living and the visitor experience. Projects will focus on respect for local and regional communities and their traditions, their relevance and potential for the present day; the profound relationship between Europe and the Mediterranean islands, sea and sky: astronomy, shipping, coastal culture; the critical citizen / visitor / economy balance –

**R**HODES intends to involve the skills, talents, inspiration and leadership of its many Rhodian artists working worldwide, bringing them home to encourage new initiatives among young and aspiring local and regional talents. Rhodes 2021 will also identify leading European artists, whose particular motivation involves building solidarity, sharing knowledge, and inspiring the communication of art and culture in the widest sense.

In this context, Rhodes is in direct contact with Sir SIMON RATTLE in order to re-create his 'Monster in the Maze' music theatre project about Theseus and the Mi-



**Strategy to attract the interest of a broad European and international public**

begun to plan a marketing strategy in support of the European dissemination of its 2021 concept. A team has been established which will lead both conventional and digital communication. The Rhodes 2021 programme intends to be topical, hard-hitting and intriguing, with new collaborations among significant European artists, creators and thinkers meeting in Rhodes, with artists in residence building projects involving communities and landscape, and with a reinvention of the common idea of the European 'festival.' Rhodes will present Greece as a productive, dynamic hub for creative industries, which will trigger a new perception of the country.



**Links between our cultural programme and the cultural programme of other cities holding the European Capital of Culture title**

**R**HODES holds a dynamic position in terms of attracting European and international attention. As a major tourist destination, which is seeing a shift in emphasis from 'sun and sand' visitors towards those with cultural interests, the ECOC title and consequent intense programming in the lead up and delivery of the year can generate significant and sustained dialogue between European countries. Rhodes has already

**L**EARNING from past ECOCs is critical and Rhodes is working directly with the leadership of previous title holders. Rhodes has been in communication with Stavanger 2009, Pafos 2017, Aarhus 2017, Valletta 2018, Plovdiv 2019 and candidate cities Dubrovnik 2020 and Arad 2021.

In addition to this, Rhodes sent official invitations to all candidate cities from Romania and Greece to attend a round table on the ECoC, on the occasion of the 2nd International Cultural Diplomacy Academy held in Rhodes. Rhodes was glad to receive Arad and Craiova from

Romania as well as Delphi, Eleufsis, Kalamata, Tripoli and Samos from Greece. This was an exceptional opportunity, led by Rhodes, to discuss common challenges and give mutual support. As a result of the Rhodes round table a new meeting was held in Athens with the participation of 14 Greek candidate cities, in order to submit to the Ministers of Culture and Interior an amendment to the legal and financial framework currently not in compliance with the ECoC requirements.

Rhodes is excited by a potential 2021 partnership with a Romanian city. Romania shares economic problems and the leadership of Rhodes' 2021 candidacy is already in contact with the Arad 2021 coordinator on possible joint projects.

Dubrovnik is a walled city, much the same as Rhodes and with unabated levels of tourism. Rhodes has been in contact with the Dubrovnik 2020 coordinator to examine synergies particularly in the field of cultural and creative industries. A talented Rhodian entrepreneur in new technologies has also visited Dubrovnik to share ideas for 9D cinema and 3D imaging of historical sites.

Rhodes will not stop here, but will continue to build relations with former ECOC cities seeking creative cooperation.





### Part 3:

# Cultural & Artistic Dimension

## Artistic vision and strategy for the cultural programme

**R**HODES' programme aspires to foster solidarity and promote the humanitarian ideals of Europe. Our projects are active, goal driven and highly participatory, bringing together local, national and international artists and citizens to engage, perform, discuss and learn. Major opportunities will be created for talent development resulting in Europe-inspired leadership. Proposals from civil society are being developed with expert guidance to meet Rhodes 2021 objectives and ensure high quality and innovative programmes. All projects will include international partnerships, collaboration and sharing as part of our 'Social Erasmus' concept. This programme is provisional, subject to budgets being defined, but demonstrates the breadth of engagement from Rhodians keen to use this opportunity to foster a better future.

Projects envisaged include **VISUAL ARTS** (Cartoons, Contemporary Art Etchings, Photography, Video Art, Installations) **MUSIC** (Classical, Jazz, Contemporary, Ethnic), **DANCE** (Traditional Folk, Contemporary, dancing in Landscapes and on Buildings to dancing with disabled people), **THEATRE** (Opera, Greek Classics, Modern Dramas, Street Theatre, Mime and Juggling), **LITERATURE** (Poems, Creative Writing, Diaries and Letters of hope), **RHETORIC** (Debates and Public Speaking), **DIGITAL ART** (including 9D cinema and 3D projections), **URBAN ART** (Sculptures, Public Art, Urban Games, Street dance), **HANDICRAFTS** (Jewels, Ceramics, Pottery, Food), **HERITAGE** (Cultural Routes, Festivals, Preservation and Training) and much more.

## THE STRUCTURE of THE PROGRAMME

*The programme will start in 2016  
and run through until December 2021:*

**2016-2018** the programme will concentrate on specific weeks of activity in each quarter. This timing is designed to engage residents (in off peak months) as well as visitors plus residents (in peak months). It will also start to build strong projects which bring visitors and residents together. Different weeks will have specific overall focus: 1) *Music and Music Theatre* 2) *Children's Week* 3) *Public Space and Landscape* 4) *Performing and Visual Arts*. These are both meant as a teaser campaign for the years to follow and an opportunity to develop partnerships for 2021.

**2019-2020** the programme will include intense workshop periods led by Greek and international artistic leaders. Workshops and rehearsals will begin for the 2021 opening ceremony in early August 2020. November will see the start of a number of surprising lighting and small-scale projects focusing on unusual buildings, bodies of water and installations to gather momentum and excitement for 2021.

**2021** the ECOC year will open with a major weekend of activities culminating in a large-scale event involving maximum citizen participation from the entire Dodecanese Islands through satellite events involving local, Greek and international artists. The central feature will be a large-scale spectacle to be unveiled in the harbour – a 3D projected **image of Colossus** that will light the sky throughout the year.

**January-December** will see the eruption of hundreds of events covering all art forms and the completion of long-term projects in public spaces and landscapes. The year will also include workshops, indoor and outdoor events, debates, seminars and training sessions.

**The final months** of the year will also concentrate on citizen involvement in rehearsing large-scale international and national performances that will conclude the year. This will be a major and highly participatory event with friends, collaborators and dignitaries from all the major countries that took part, being invited back to Rhodes for the finale.





## Citizen Europe

*This pillar aims to contribute to the healing of Europe's wounds by reminding European citizens and visitors about Europe's guiding principles, namely human rights, social inclusion and freedom of expression. We can be proud of our European heritage and the principles of democracy that it upholds. By instilling these principles in the minds and hearts of people through creative and artistic collaboration we will take a step forward to enlightenment.*

### Target 1: Cultivate European consciousness

**Action 1. mEUmony Project** through twinned schools across Europe connecting elderly folk with secondary school children

**mEUmony project:** a major story-telling project focusing on past Europe's journey to the present with a specific Rhodian flavour. The project will include two particular strands

a) **mEUmony:** Rhodes attracts tourism from all over Europe and beyond, irrespective of income status or age. The intention is to capture and creatively exhibit a representative sample of views on Europe, but also 'memories', actual or passed on, of the wider project of European unification by conducting documentary interviews with visitors.

b) **My Grandparents told me:** the project aims to introduce secondary level children to social research, innovative outreach methods, cooperation and creativity. By using the twinned schools' network, students will collaborate in recording stories, creative writing, acting and film making focusing on transgenerational perceptions of Europe. The aim is to understand that through common memory, Europe is based on versatility and respect, conflict and cooperation. We will host in a Youtube channel and in a dedicated website these collective memories for cross- European exchange.

**LOCAL PARTNERS:** Rhodes Project SCE (GR); Stamatiou Foundation (GR); Regional Directorate of Education in the Dodecanese (GR); The House of Europe in Rhodes (GR); University of the Aegean (GR). **INTERNATIONAL PARTNERS:** Teesside University (UK); Newcastle University (UK); EUNET - European Network for Education and Training e.V. (DE/EU).

**Action 2. Citizen Music:** The Institute for Intercultural Music Education will work with children from different ethno-cultural backgrounds, focusing particularly on the integration of the local ROMA community, in order to foster a sense of belonging and sharing a variety of common societal values. This project will be developed with Candidate Romanian City Arad 2021.

**Target 2:** Celebrate European values (freedom of expression, no hate speech, human rights etc.)

**Action 3. Biennial International Cartoon Festival and seminar:** Two world renowned cartoonists from Rhodes, together with FECO (International Federation of Cartoonists Organization), will establish the Rhodes International Cartoon Festival with a focus on tough issues such as freedom of expression, no hate speech, human rights etc.







### Target 3: Nurture emerging leaders in the power of culture and human values

**Action 4. Leaders for the Future:** a 'laboratory' / parliament for young European citizens to identify and develop policy ideas for enhancing culture in the future. This project will be led by the House of Europe Rhodes with international network partners, through simulated international fora as well as debating clubs to encourage strong cultural and human values in emerging leaders.

### Target 4: Support co-creation in Europe

**Action 5. EtchMe:** Etching Workshops, led by the Athens School of Fine Arts, the Modern Greek Art Museum of Rhodes and the Technical School of Applied Arts with European counterparts will encourage students from around Europe to learn this craft and to co-create, thus providing new job perspectives for young people.

**Action 6. Smiles:** An exhibition of young talented artists from the 42 Euro-Med countries which will take place in Rhodes in 2021. The aim is to curate an exhibition on the subject 'Give Back Lost Smiles to the Crisis Generation'. This project will be led by the Advanced School of Fine Arts of Athens and the Modern Greek Art Museum of Rhodes.



## Art over Troubled Water

This pillar aims to create active culture and arts collaborations as a drive for dialogue, in and across Europe, the Mediterranean and Balkan countries. In order to reach our aspirations for a peaceful future we will use artistic projects to cement connections, bridge differences and inspire. Rhodes 2021 will concentrate on how Mediterranean and Middle Eastern tradition in visual arts, music, dance, poetry, storytelling and theatre has influenced and been influenced by Europe and the world. Through joined creativity and celebration, we will stimulate long-term cross-arts partnerships and initiatives to combine talents, create new important works of art for the future, demonstrate how art and creativity can heal, support young talents and provide new economic opportunities.

### Target 5: Optimise Europe's stance on human rights, peace and reconciliation

**Action 7. Search for Light:** a project produced in collaboration with the COESIMA Network of most important pilgrimage cities in Europe, that explores the quest for spiritual enlightenment in the widest sense, common in all religions, through music, sacred texts and literature to highlight the humanism that binds all human societies.

**Action 8. Forces of change:** a series of projects, led by female artists, using diverse artistic media (film making, photography, painting, writing, singing) aiming at tackling gender issues and underlining the fundamental role of women in the promotion of a culture of peace and understanding in the Euro-Mediterranean region.

### Target 6: Raise awareness, fight prejudice and facilitate integration for refugees

**Action 9. EDUCATE EDUCATORS:** Educational programs based on the use of all artistic expressions, designed to train educators dealing with new populations arriving in Europe from the Middle and Far East, as well as from Africa.

**A**rt can become a very efficient tool in the integration process, especially when dealing with newly arriving populations from different religious and cultural backgrounds. It is also a healing process for post war trauma that some refugees may be suffering from. Arts provide a safe space within which we may build understanding and acceptance of "otherness".

**LOCAL PARTNER:** FAM Network (GR). **INTERNATIONAL PARTNERS:** FAM Network (partners from 25 Mediterranean countries) (INT); UNESCO-Universal Values Program and UNESCO Associated Schools (INT); IPE International Institute for Peace Education (US); ArtReach Foundation (US); Harriri Foundation (LB); Safadi Foundation (LB); MEADOWS-Mediterranean Endeavors Advancing Development of Widespread Sustainability (present in 38 countries) (LB/INT); EUNET-European Network for Education and Training e.V. (DE/EU).

**Action 10. Messages of Hope:** a project connecting Rhodes' manufacturing history of ceramics and tiles with the commissioning and collecting of letters, poetry and drawings by immigrants and refugees, developed in partnership with the Refugee Councils and Sunrise Cultural Association of Rhodes and involving Reception Centres for Refugees throughout the Dodecanese and Turkey.



**Action 11. Puppets for Peace:** A project that gathers the energy and commitment of a group of partner organizations in the Euro-Mediterranean region to foster the professional dialogue dynamics necessary for improving the psychosocial wellbeing of vulnerable and marginalised children and youth by establishing a puppet theatre in Rhodes.



**Action 12. The Lessepsians:** Creation of a new theatre / opera with school children on the subject of Lessepsian fish species; foreign in the local aquatic environment, coming from the Red Sea and entering the Mediterranean through the Suez Channel. The aim of the opera is to train children through art in tolerance and acceptance of the 'other' and will be produced in co-operation with Bergen National Opera (NO).

**Action 13. With love to Romania:** The Modern Greek Art Museum of Rhodes will donate a virtual collection to Arad, Romania, from its permanent collection. The building in which it is hosted is a donation of the late Paola Nestoridou, a Romanian refugee herself who settled in Rhodes and donated her hotel in order to host the Modern Greek Art Museum of Rhodes. Rhodes will complement this with an educational programme.

**Action 14. The stranger in us:** A proposal from the Three Seas Writers' and Translators' Council in collaboration with the International **Writers and Translators Centre of Rhodes**; to explore the issue of refugees, migration, xenophobia and racism through creative writing.

## Target 7: Promote cross-cultural understanding between East-West

### Action 15. THE GREEK-TURKISH YOUTH ORCHESTRA

The idea of establishing a Greek-Turkish Youth Orchestra (GTYO) originates from the conviction that playing music in a group generates harmony and friendship in human relations. Collaboration is envisaged with the Music in Rhodes Festival, in order to introduce well-known international artists as tutors and/or as soloists for the orchestra. There will also be cooperation with institutions such as the Rhodes International Piano Competition, the Municipality Choirs and local artists who work abroad, in order to widen the orchestra's repertoire and improve their educational projects. In the international field, GTYO is in close contact with institutions like the European Union Youth Orchestra, the Youth Orchestra Festival in Berlin, the Fight Aids Foundation of Princess Stephanie of Monaco, and many others. The project will be inaugurated by the major professional/amateur community opera created originally by Sir Simon Rattle and the Berlin Philharmonic Orchestra, with partners from France, Germany, UK and Norway. The opera by Jonathan Dove *The Monster in the Maze* tells the story of Theseus, Ariadne and the Minotaur, and is scored for three soloists, actor, youth orchestra, professional orchestra, amateur adult choir, youth choir and children's choir.

**LOCAL PARTNERS:** Greek-Turkish Youth Orchestra (GR/TR); Phormigx Company (GR); adult and youth choirs from Rhodes and Greece (GR), Greek National Opera (GR), local artists and composers. **INTERNATIONAL PARTNERS:** Choirs from Turkey (TR); Istanbul Festival (TR); Simon Halsey, Choral Director, London Symphony Chorus (UK); City of Craiova Philharmonic Orchestra (RO); Mary Miller and Jonathon Dove.



**Action 16. International Academy of Cultural Diplomacy** brings together diplomats, artists, students, academics to understand the contours of the relationship between art, diplomacy, reconciliation and cooperation. Rhodes aspires to permanently host the Academy for the years before and long after the ECOC year.

**Action 17. Musical Journey:** pianists and musicians from the classical, opera and Jazz fields from the East and the West will be selected to compose new pieces, in order to be performed at the new National Theatre to celebrate Rhodes 2021. This project will be led by Arte con Anima.





# Rhodes and Re-genesis

This pillar aims to change the widespread image of Greece, including Rhodes, as a country beleaguered by difficulty, into one which projects creativity and energy. This pillar will explore the common heritage of Rhodes, the Dodecanese Islands and Greece to provide a new positive image to counter-balance the negative images of Greece recently portrayed in media. Rhodes 2021 will build projects with whole communities, bringing people together to celebrate their landscape, and built heritage and revisit their potential. We will also work with tourism leaders to bring multinational visitors and locals together in positive and creative ways, so that the Rhodes message is taken out into the world. By involving artists, visitors and citizens in creative activities for all ages, we hope to increase the value of their experience and project an intellectual, artistic and international profile of Rhodes and Greece.

## Target 8: Improve cultural supply in Rhodes

**Action 18. Revelation Rhodes through architectural routes:** Walks in architecturally selected routes in historical areas to revalue Rhodes' heritage and European legacy, a project to be coordinated by the Architects' Association of the Dodecanese.

**Action 19. Re-opening of the National Theatre by 2021:** the aim is to create a hub of performing excellence and education for citizens and guests on the island, for the wider region and for Europe. It will become a symbol of the will of the island to restore its position in the cultural sphere and in Europe.



**Action 20. The Floros Art Project:** aims to launch a Contemporary Art Museum in a historical Neo-Classical building known as the Muslim School in the Medieval Town of Rhodes. The museum will feature as a permanent collection works by the internationally renowned avant-garde artist Nikos Floros as well as exhibitions by contemporary innovative artists from the Euro-Med Region.

## Target 9: Improve the cultural supply in the Dodecanese islands

**Action 21. Open villages:** Villages from around the Dodecanese will be invited to host 3 European artists for a period of 6–12 months. This project will also encourage villages from around the Dodecanese to sign up with the **International Cities of Refuge Network (ICORN)**.

**Action 22. Twelve shining stars:** 12 islands will each have one month dedicated to them and their craft products and an exhibition will be showcased at the Rhodes International Airport.

## Target 10: Improve knowledge and respect for Greek heritage

**Action 23. WOMEN'S VOICES:** major series of classic Greek plays featuring the great Greek heroines.

**Women's voices:** this project will look at how great Greek heroines have challenged stereotypes and effected change. Rhodes 2021 will present a major series of classic Greek plays directed by leading international creative teams, featuring the great Greek heroines of ancient drama: *Phaedra*; *Medea*, *Antigone* etc. Each play will be set in the context of a major educational programme with participatory workshops for children and young people and seminars on gender equality and gender politics. Rhodes 2021 will stimulate audience interaction through discussions with actors and directors focusing on tragedy and comedy in theatre in times of conflict. This project will also have a competitive feature with 3 awards named after 3 famous Greek tragedians Melina Mercouri, Irene Pappas, Katina Paxinou.

**LOCAL PARTNERS:** ITI-Hellenic Centre of the International Theatre Institute (GR/INT); Greek National Theatre (GR); National Theatre of Northern Greece (GR); Kakogiannis Foundation (GR); 'Desmi' Centre for Ancient Drama (GR); Karolos Koun Art Theatre (GR). **INTERNATIONAL PARTNERS:** European Theatre Convention (EU); UTE-Union of Theatres of Europe (EU); Club for UNESCO of Piraeus and Islands (GR/INT).

**Action 24. Journey to Light "3D Spaces"** – is an audio-visual outdoor show about the myth of the Greek Sun God Helios and the origin of the island of Rhodes including a 30 metre high representation of Colossus projected every night during the ECOC year in the harbour of Rhodes. This project will be led by 9D Entertainment Centre of Rhodes.



## Target 11: Retrace Rhodes' European and Mediterranean history as a bridge to the future.

**Action 25. Routes of civilisation** – has four strands: the first retraces the routes leading to Rhodes' ancient colonies. The second retraces The Knight's journey and routes through Europe represented by different languages. The third aims to track Rhodes' and Dodecanese Diaspora around the world. The fourth aims to trace the adventurous history of the icon of our Lady of Philirimos.

**Action 26. Our Journey:** an airport exhibition consisting of photography and quotes from European philosophers/writers/poets on the theme of enlightenment through journeys taken, produced in affiliation with PEN associations throughout Europe.

**Action 27. Passage through Rhodes:** artistic and literary insights from world renowned writers on passing through Rhodes (Gustave Flaubert, Lawrence Durrell, etc.) produced in association with Members of Three Seas Writers' and Translators' Council (TSWTC), International Writers and Translators Centre of Rhodes, University of the Aegean and House of Letters and Arts of the Dodecanese.







**Target 12:** *Change image of Rhodes to one of a creative and cultural location*

**Action 28. THE LONGEST INTERNATIONAL STREET THEATRE AND FESTIVAL:** *Artists who perform in public space, whether single or in groups, will have the chance to surprise the public with street performances throughout 2021.*

**T**his proposal combines, merges and develops several festivals under the artistic direction of Nikos Chatzipapas to create a year-long calendar of street performances to include theatre performances, urban games, juggling, opera, circus, happenings, installations, site-specific graffiti, mime, dance and children's events. The programme will ensure that events take place in surprising places and will be developed to delight citizens and visitors. It will be open to participants not only from Europe but from all over the world.

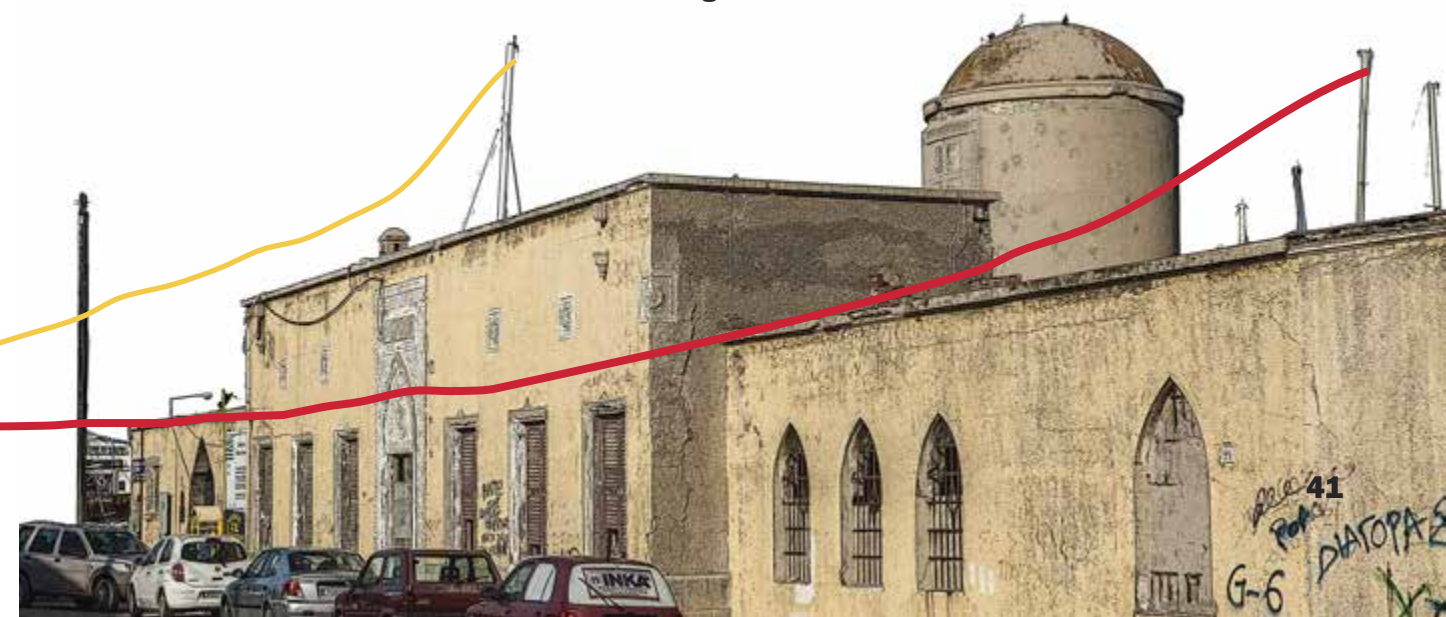
COORDINATOR: Nikos Chatzipapas, Artistic Director of Rhodes 2021. IMPLEMENTATION ORGANISATION: Lab Illusions (GR); Helix Action Theatre (GR). LOCAL PARTNERS: Hellenic Centre of the ITI-International Theatre Institute (GR/INT); Club for UNESCO of Piraeus and Islands (GR/INT). INTERNATIONAL PARTNERS: Sibfest-Sibiu International theatre Festival (RO); Fira Tàrraga theatre festival (ES); Festival internacional de théâtre de rue, Aurillac (FR); Odin Theatre - Eugenio Barba (DK); TTB-Teatro Tascabile di Bergamo (IT); Close-Act Theatre (NL); Biuro Podróży ITAKA (PL); Pan.Optikum theatre (DE); Sokak Sanatlari Atolyesi (Street Art Workshop) (TR); Compagnie Les Passagers (FR); Iltopie compagnie (FR); Cia La Tal (ES); Kitionb Project (IT) and other local theatre and dance companies.

**Action 29. Carving Rhodes:** to re-establish Rhodes as an island of sculptures and public art. Within an open-air workshop, invited artists will create artworks for the enhancement of selected natural or built urban landscapes, such as the Medieval Moat and the recreation parks of the city.

**Action 30. Sailing Again:** a project which aims to revive shipbuilding craft in Rhodes by bringing back to life the ship-building heritage that shaped European history and civilization. Wooden ships will be painted by artists and placed in public spaces across the island to draw attention to both the museum and the European Capital of Culture project.

**Target 13:** *Re-visualise the landscape and revive abandoned medieval and industrial monuments*

**Action 31. The Problem of Beauty:** examining why we worship old and ornate buildings in historic centres yet often criticize contemporary spaces. Landscape intervention artist Angus Farquar Director of NVA, Project Bandaloop and local contemporary dancers will perform environment-centric aerial dances on abandoned buildings.







### Action 32. LOFT AND ART

**A**ims to transform abandoned industrial sites into an artist's creative space for 28 European artists with incorporated workshops and seminars to ensure strong levels of exchange. Loft and Art will include installations and performances by young artists, alumni or graduate students of the Athens School of Fine Art and others European or Middle-Eastern Schools of Fine Art (France, Spain, Jordan, Turkey) with the purpose of developing contemporary deserted industrial and post-industrial buildings as well as archaeological sites.

**LOCAL PARTNERS:** Athens School of Fine Art (GR); Rhodes Visual Artists Association (GR); Art Park Rhodes (GR); APOPEP, Cultural and Environmental Association of Rhodes (GR); Digital Dreams (GR); local performing artists.  
**INTERNATIONAL PARTNERS:** Landscape intervention artists: Project Bandaloop (environment-centric aerial dance company working on cliffs and buildings) (US); Angus Farquar, Director of NVA (UK); Lone Twin (UK).

**Action 33. Heritage for the Future:** 16-yr olds from all over Rhodes are given a designated space and asked to curate an exhibition of 2021 objects which sum up their life to date. The project will be run with Mediterranean partners, with the resulting exhibitions in each country making exchanges and being run in collaboration with the General Directorate of Secondary Schools of the Dodecanese.

**Target 14:** Reinforce Rhodes as a leading heritage city  
(re-valorisation of heritage)

**Action 34. Rhodes International Centre for Protection, Conservation and Sustainable Development in Historic Cities:** a new centre, to be developed with 27 international partners from towns threatened, like Rhodes, by environmental factors. To combine world renowned scientific research and European initiatives to protect and re-valorise cultural heritage.

**Action 35. Medieval Rose Prize:** Cities across Europe and the Mediterranean share a distinctive cultural reference to medieval times. This project will re-valorise their cultural heritage through re-enactment competitions. A project proposed by the Medieval Rose Association in collaboration with Dubrovnik 2020 candidate city, Santa Maria da Feira et Obidos of Portugal, Monteriggioni of Italy, Le Puy En Velay of France, Medieval Center Nykobyng Falster of Denmark.





## Sustainability U-turn

*This pillar will work with whole communities to inspire sustainable growth and creativity. There is an urgent need in Rhodes to rethink how business has operated until now, especially in relation to sustainable tourism. Rhodes imports 80% of its food supply to feed the almost 3 million visitors it receives, water is in short supply and this is a global problem that needs new solutions. At the same time, young people complain of lack of exciting job opportunities. This pillar will aim to enliven traditional practices and use them to create new sustainable initiatives; will support new visitor-related businesses and provide new job opportunities focused on keeping young talent in Rhodes; will look to Europe to inspire imaginative practice in the use of public space; will support forums on sustainable tourism management and will promote local food production and usage which can generate new entrepreneurial opportunities.*

**Target 15:** *Look at sustainable tourism in a new way*

**Action 36. ART, HOTELS AND TRAINING:** a multidimensional plan to re-approach the experience of visiting and working in a hotel.

In collaboration with the Rhodes' Hotel Owners Association, Rhodes 2021 plans a major programme of Resident Artists in hotels, including musicians, mimes, painters, performers, and video artists. The project aims to surprise visitors and guests on the island with performances from choirs on balconies, acrobats in swimming pools etc. The artistic programme will be preceded by a training plan which will bring artists and the hospitality industry together to enhance both host and visitors' experience. As a result the artists will create participatory and engaging cultural interventions, offering inspiring experiences to both hotel personnel and guests and in particular to children, enriching their experiences in Rhodes. Most importantly, the project will ensure that visitors on the island know and appreciate Rhodes as a creative capital and become familiar with the European Capital of Culture programme of the European Commission.

LOCAL PARTNERS: Hotel Owners' Association of Rhodes (GR); Higher School of Tourism Professions of Rhodes (GR); Hotel Managers' Association of Rhodes (GR); Centres of Professional Training Gennimatas (GR); Praxis Plus (GR). INTERNATIONAL PARTNERS: Opera Europa (EU); International Society of Performing Arts (INT); Artists from around Europe contacted through on-the-move.org and IETM.

**Action 37. Appetizing Rhodes:** Rhodes is in the process of submitting an application to join the European Regions of Gastronomy Platform. The project aims to support sustainable tourism and reduce dependence on external food sources.

**Action 38. Architecture and Blue:** A collaborative path for sustainable tourism with the objective of spreading the principles of the Modern Movement focusing on all main domains of architecture.

**Action 39. Journey to the Stars:** Exploring the relationship between astronomy and ancient cultures throughout Europe, this project addresses sustainable tourism.

**Target 16:** *Reduce reliance on external produce to feed visitors and Rhodians*

**Action 40. Eating what we grow:** a 2019-2021 project developed with the Rhodes Hotel Owners Association, the Rhodes Tourism Promotion Organisation, and the Rhodes Restaurants Union, to encourage Rhodes' hotels and apartment-hotels to devote part of their grounds to growing fruit and vegetables, that guests as well as hotel kitchens can pick and prepare.

**Action 41. Tastes, Scents, Sounds:** Festival of innovation (food, cosmetics, herbal remedies, music etc.) – cycle of events involving all Dodecanese islands and travelling to all islands, to be produced in collaboration with local Associations of citizens of other EU countries.

**Target 17:** *Create a green image of Rhodes*

**Action 42. Grey to Green Rhodes:** Project developing 'green roof' possibilities that replace the encroaching 'concrete jungle' – a collaboration between Greece and the UK.

**Target 18:** *Raise awareness about the fresh water crisis*

**Action 43. Land and Water Project:** aims to raise awareness of water as a natural resource and determining factor for our future, produced in association with the Artecology\_Network.





# YouTH-turn

## CREATE NEW AND EXCITING OPPORTUNITIES FOR YOUNG PEOPLE (YouTH-turn)

*This programme will aim to engage and inspire young Rhodians and encourage them to become future creative industries entrepreneurs. We will drive strong, new and innovative connections with European partners, encouraging skills transfer and apprentice schemes; will invest in entrepreneurship in the creative industries; will develop talent in IT and progressive technologies in connection with the National Communication Organization (O.T.E.); will bring established Rhodian artists, makers, designers and inventors from all over Europe home to invest in future creators; with inspiration from new European gastronomy leaders, develop distinctive contemporary cuisine.*

**Target 19:** *Create new spaces for youth engagement with the arts*



**Action 44. Hot House:** Young Rhodian and Greek digital and music entrepreneurs create a new digital hub and platform for music experimentation, game development, new media. The project to be led by CielTech/Rhodes will involve international partners such as Sound and Music UK; RoBOt Festival Bologna, Sonar, Barcelona etc.

**Action 45. Candoco:** is a professional company of able and disabled dancers with an international reputation. By commissioning them to work in residency our aim is to inspire young people and to help them understand that being disabled is not an impediment to becoming professional artists/dancers.



**Target 20:** *Inspire a new generation of entrepreneurs*

**Action 46. MADE IN RHODES: 'homecoming' for 12 Rhodian designers to run workshops**

**R**hodes and Greece have extraordinary designers scattered all over the world. Made in Rhodes will create a 'homecoming' for 12 such designers in fashion, graphics, fabric and interior design and give them an atelier in Rhodes, one for each month of 2021. The designers will exhibit, run workshops, and will have the opportunity to develop a programme of their own making to share ideas, to inspire new work and makers, and to spread their influence. Rhodes 2021 will encourage these designers to develop particular ideas on the concept of souvenir. Additionally, in the framework of interconnecting culture and economy through creative industries, this action will use small mobility grants for participants of the renowned designers' workshops to research ideas in neighbouring countries in order to contribute innovative designs as part of Rhodes 2021 merchandise.

LOCAL PARTNER: 'When in Greece' Design Company (GR); Dirty Dishes (GR). INTERNATIONAL PARTNERS: OPA-Open Platform for Architects (GR/NL); Lidewij Edelkoort (FR); Design Academy Eindhoven (NL); International Design Academy (IT); Freshome Design Magazine (RO).

**Action 47. Memorabilia:** Single-use cameras will be distributed to visitors with the obligation to be returned to the facilitator of the project. The idea is to understand what visitors find interesting and worthy of capturing and to create a collage of the photos. This action will engage Rhodes Project SCE with visitors to the island in an active partnership.

**Target 21:** *Support networking among European cultural operators*

**Action 48. When the Past re-becomes Future:** a joint project for several countries in the Mediterranean, connecting artisans with contemporary designers (jewellery, ceramics, weaving etc). Led by the local Association of Ceramic and Jewellery Artisans in collaboration with MEAD-OWS Mediterranean Endeavors Advancing Development of Widespread Sustainability.

**Action 49. RHODES INTERNATIONAL FILM FESTIVAL** will provide a panorama of European Cinema and fill an important gap institutionally.

**T**he festival will bring together two international festivals: the "Festival of Fantasy Films" and the historic "Panorama of European Cinema", with a combined experience of over 28 consecutive years. This international organisation will disseminate in Greece the most popular and beloved film "Fantasy genre", and establish an international institution with cultural and recreational purposes.

LOCAL PARTNERS: Horme Pictures – Vassilis Mazomenos (GR); Labillusions (GR); Centre for European Cinema – Ninos Mikelides (GR); Greek Film Academy (GR). INTERNATIONAL PARTNERS: European Film Academy (EU); Federation of Fantasy Film Festivals (BE); International Federation of Film Critics (INT); Fantasporto (PT); International Film Festival of Sitges (ES); A large number of renowned supporters and honorary members of those festivals.



**Action 50. Rhodes Doc-Lab:** an annual festival that will push the boundaries of documentary story-telling in the age of digital innovation and new technologies. This aims to make Rhodes an international destination and networking space for new generation media in Greece and the broader region. Led by Docutrance in collaboration with international partners such as the Amsterdam International Doc-Lab.



## Selection Criteria for activities in the Cultural Programme

**ALL PROJECTS** funded for the ECOC year need to support the vision – therefore the Criteria for Selection have been spelled out and agreed with all civil society organisations that have been approached or have proposed projects.

The selection criteria are:

**1. Cross-partnerships.** Projects must include at least 2 European nationalities and 1 non-European nationality. Initial discussions have already begun with the previously mentioned partners per Action. Partnerships will soon be confirmed.

**2. Artistic quality.** Projects should be of the highest artistic quality as we wish to support European excellence.

**3. Thematic relevance.** Projects will engage with the theme of a journey to enlightenment and bear direct relation to Rhodes 2021 concepts.

**4. Promotion of the ECOC.** Projects should enhance the image of the European Capital of Culture institution and achieve its goals.

**5. Novelty.** Selected projects will be either completely new or will have developed a new dimension. As a consequence no previously existing projects will be funded.

**6. Innovation.** Projects must favour innovation, invention, creativity.

**7. Cross-dimensionality.** Projects will involve cross-generational and/or cross-community dimensions. No funding of projects is foreseen if they involve a single community, except for exceptional cases e.g. projects involving the disabled.

Priority will be given to projects:

**That extend Rhodes' message** to the rest of Europe, especially if they involve exchange and dialogue;

**Are self-sustainable** and can possibly be repeated in subsequent years;

**Involve new technology** with the potential for dissemination and use across Europe;

**Foster cross-community collaboration** and involvement of children and youth.



**Combining local  
cultural heritage  
and traditional art forms  
with new, innovative  
and experimental  
cultural expressions**

**R**HODES will kick off its year with an event created by enterprising Rhodian *Throne of Helios 9D Entertainment Centre* that is intended to signal that Rhodes can link heritage and innovation in stimulating ways. We intend to have a 30 meter tall 3D image of **Colossus** holding a torch for Europe shine every night during the ECOC year in the harbour of Rhodes, becoming a “signature” of everything we wish to achieve.

Rhodes offers significant contrasts, as it will be emphasised in our final programme, between what is ancient, restored and new.

Our programme embarks on a journey linking past, present and future. In driving the notion of European solidarity, we will examine our diverse roots and how looking truthfully at the past helps us improve the present; how we re-invent our present in order to define our future; how, in the light of today's critical dilemmas, we build and sustain strategies for the future that release creativity and empower our people and Europe. Through our cultural programme's projects, we are keen to explore how traditions travel, become assimilated in other cultures, but also re-emerge in new forms in music and performance, visual and graphic arts. Today's technologies and the way creative industries evolve are critical to our journey.





## Involving local artists and cultural organisations

**A** CONSULTATION process began in April 2015 for Rhodes 2021 ECOC candidacy and since then the candidacy office has held more than 27 meetings with representatives of public cultural agents, private cultural entities and third sector cultural and creative associations.

These meetings included no less than four open calls for consultation, two of them held at City Hall and the other two at the Modern Greek Art Museum of Rhodes. They were enthusiastically received by representatives of the cultural and artistic sector of Rhodes who attended en masse, and expressed themselves with great passion.

In terms of enhancing our outward-looking profile, the *International Writers' and Translators' Centre of Rhodes*, internationally renowned for its long experience in innovative activities, and the *Multi-cultural Families' Association of Rhodes -SPOR* have played and will continue to play an important role in the future. The *House of Europe in Rhodes* is also a major partner that has committed itself to facilitating contacts and providing partners throughout Europe for all projects envisioned for. The *House of Europe in Rhodes* is a local NGO dedicated to spreading the European idea through educational projects for youth and adults networking through EUNET e.V, the European Network for Education and Training with 67 similar NGOs in 21 countries. The *House of Europe in Rhodes* is also a member of the *Anna Lindh Foundation* for the Dialogue of Cultures, an intergovernmental institution present in 42 countries with a network of 4.000 civil society organizations.

Another active partner is the *Dodecanese Architects' Association*, with an international outlook and ambitious ideas on shaping the city's built environment that will be complementary to our actions.



The *Archaeological Ephorates of Rhodes and the Dodecanese* provide fundamental cultural documentation and are committed to supporting the scientific and historical knowledge disseminated through our projects.

The academic community is also involved, principally from the *University of the Aegean* and especially the Department of Mediterranean Studies. They have agreed to undertake a very important cultural mapping exercise as well as evaluate and monitor the progress of Rhodes 2021.

The Board of the *Modern Greek Art Museum of Rhodes* as well as representatives of local organizations concerned with cultural heritage such as the *Dodecanese House of Letters and Arts*, the *Association of Cultural and Architectural Heritage* are enthusiastically supporting and developing projects for Rhodes 2021.

Several meetings have also taken place with associations of and individual artists from different sectors, including theatre, dance, photography, music and cinematography.

The *Association of Visual Artists of the Dodecanese* is a particularly ardent supporter in developing this programme.

We are working closely with the Federation of Rhodes' Cultural Associations, which includes associations from the 40 out of 44 villages of the island, as well as the *Federation of Dodecanese Islands' Associations of Rhodes* which involves communities originating from all Dodecanesian islands residing in Rhodes and Dodecanesian communities abroad.

Consultations have also taken place with different associations representing different nationalities living on the island, as well as frequent visitors, commonly known as "Repeaters".

We are in close cooperation with the *General Directorates of Primary and Secondary Education of the Dodecanese*, and in particular with their cultural and artistic departments and art teachers. These bodies are committed to preparing educational and cultural projects around the themes emphasized by the Rhodes 2021 programme.

Furthermore, all representatives from the tourism industry, the *Hotel Owners' Association of Rhodes*, the *Hotel Managers' Association of Rhodes* and the *Restaurant Owners' Union* as well as the *Chamber of Commerce* have also been consulted. They have been highly supportive and have enriched with their ideas our cultural programme by suggesting ways to reach wider audiences.

In addition the candidacy team is engaged in a continuous dialogue with environmentalists, volunteers and vulnerable groups representatives all of whom have shown great enthusiasm for the bid.

The Rhodes 2021 candidacy office and team have reached thousands of people in our island complex, across Europe and neighbouring countries of the Mediterranean, thereby ensuring wide public engagement.





Part 4:

Capacity to Deliver

Cross-party  
Political Support

**R**HODES' ECOC journey began 24 January 2014 when the previous City Council first declared Rhodes would be a candidate for European Capital of Culture 2021. Elections took place at the end of March 2014 and the newly elected Mayor decided that a consultation process with civil society would be necessary to reconfirm Rhodes commitment.

On 11th March 2015, the Mayor, Mr CHATZIDIAKOS, invited representatives from the most important political and business entities including MPs from the Dodecanese Islands, the President and Vice-President of the City Council, Heads of minority parties, former MPs, including former mayors and Presidents of the Municipal Council, as well as the Hoteliers Association, the Chamber of Commerce, the Dodecanese department of the Technical Chamber, the Workers' Union, the Chamber of Finance, the Merchants' Association, the Medical Doctors Association, the House of Letters and Arts of the Dodecanese, the Rhodes department of the Greek Tourism Organisation, the Bar Association, the Hotel Managers' Association, the Restaurant Owners Union, the University of Aegean, the Dodecanese Architects Association, and many more organisations. The consensus was that running for ECOC would be a good idea and support was expressed.

A week later, a second meeting was convened on March 18 at the City Council Hall with the above representatives, while the invitation was extended to every registered civil society organisation on the island. The meeting brought together over 150 representatives of civil society, and again a consensus was reached. Following this meeting the Mayor declared the candidacy for Rhodes 2021.

The Municipal Council unanimously voted to confirm Rhodes' commitment as candidate city for European Capital of Culture on 25th May 2015. In support of the project 'Rhodes, European Capital of Culture 2021', the leaders of the major political parties in Rhodes signed a letter of support, showing they understand and agree, in the event of their incumbency in the future, to honour the commitments laid down in the bid book. In addition to the above, formal declaration have been sent by the City Councils of the 12 islands in support of the cause of Rhodes-Dodecanese 2021.



"BUILDING MOMENTUM"!

Region of the South Aegean, Technical Chamber of Greece - Department of the Dodecanese, Rhodes Hotel Owners Association, Ministry of Culture - Dodecanese Ephorate of Antiquities, Dodecanese Chamber of Commerce and Industry, Labour Centre of Rhodes, Dodecanese Chamber of Finance, National Organisation for Tourism - Rhodes Department, Rhodes Association of Hotel Managers, Rhodes Museum of Modern Greek Art, Association for Architectural and Cultural Heritage, Rhodes Tourist Promotion Organisation, Dodecanese Association of Architects, Developmental Company of the South Aegean Region, Nautical Club of Rhodes, Rhodes Island Games Organisation, Rhodes Restaurant Owners' Union, Higher School for Tourist Professions, Association of Business Owners, Association of Outdoor Painters "Apellis", Rhodes Women without Borders, Dodecanese Directorates of Primary and Secondary Education, Association of Certified Tourist Guides, Medieval Rose Cultural Association, Federation of Cultural Associations of Rhodes, Federation of Dodecanese Islands' Associations of Rhodes, House of Europe in Rhodes, Environmental Issues Group - Oikologika Rodiaka, Rhodes International Cultural Heritage Society - RICHES, Rhodes Scholarship Foundation "E & M Stamatou", Association of Multicultural Families of Rhodes - SPOR, Cinematography Club - Theasis, Community of Christian Youth, Rhodes Road Accident Victims Support Society - Road Safety Observatory, Women of Rhodes' Association, Inner Wheel - Women's Association, Rhodes Ecological and Animal Welfare Association, Dodecanese House of Letters and Arts, Rhodes' Volunteers Organisation, Red Cross Rescuers, Rhodes Lions Club "Heliousa", Dodecanese Regional Ephorate of Scouts, Rotary Club of Rhodes, Mediterranean Anti-Nuclear Watch, NGO for the Development of Greek-Turkish Relations - Lysistrati, Rhodes for Life - Association against cancer, Dodecanesian Association Thaleia (Association for the support of patients with Auto-Immune Diseases), German Church, Association of Egyptian Born Greeks in Rhodes, Greek-Swedish Society of Rhodes, Rhodes Women's Cultural Society, "Dodecanesian Melissa" (Bee) - Cultural and Charitable Society, Club of Cypriots in Rhodes, Rhodes International Society, Dodecanesian Association of Parents, Relatives and Friends of Addicts, Rhodes Centre for Historical and Social Research - Rhodes Project SCE, "Praxis" Theatre Club, "Tehnientos" Theatre Club, Dodecanesian Association of Parents and Guardians of Persons with Disabilities - "Elpida".







## Cultural infrastructure and use

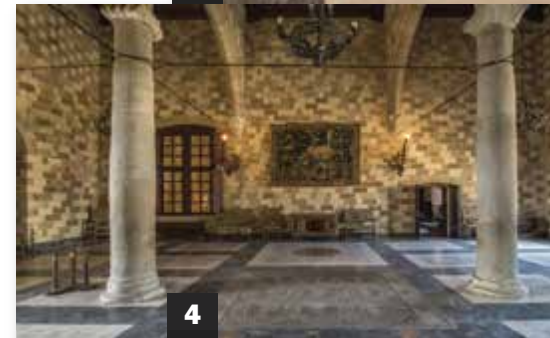
**I**N TERMS OF INFRASTRUCTURE, Rhodes has many venues, both indoor and outdoor, to make use of and during recent years special emphasis has been placed on restoring cultural spaces. The Medieval City of Rhodes has the following indoor spaces available for concerts, performances and events:



2



3



4



9



10



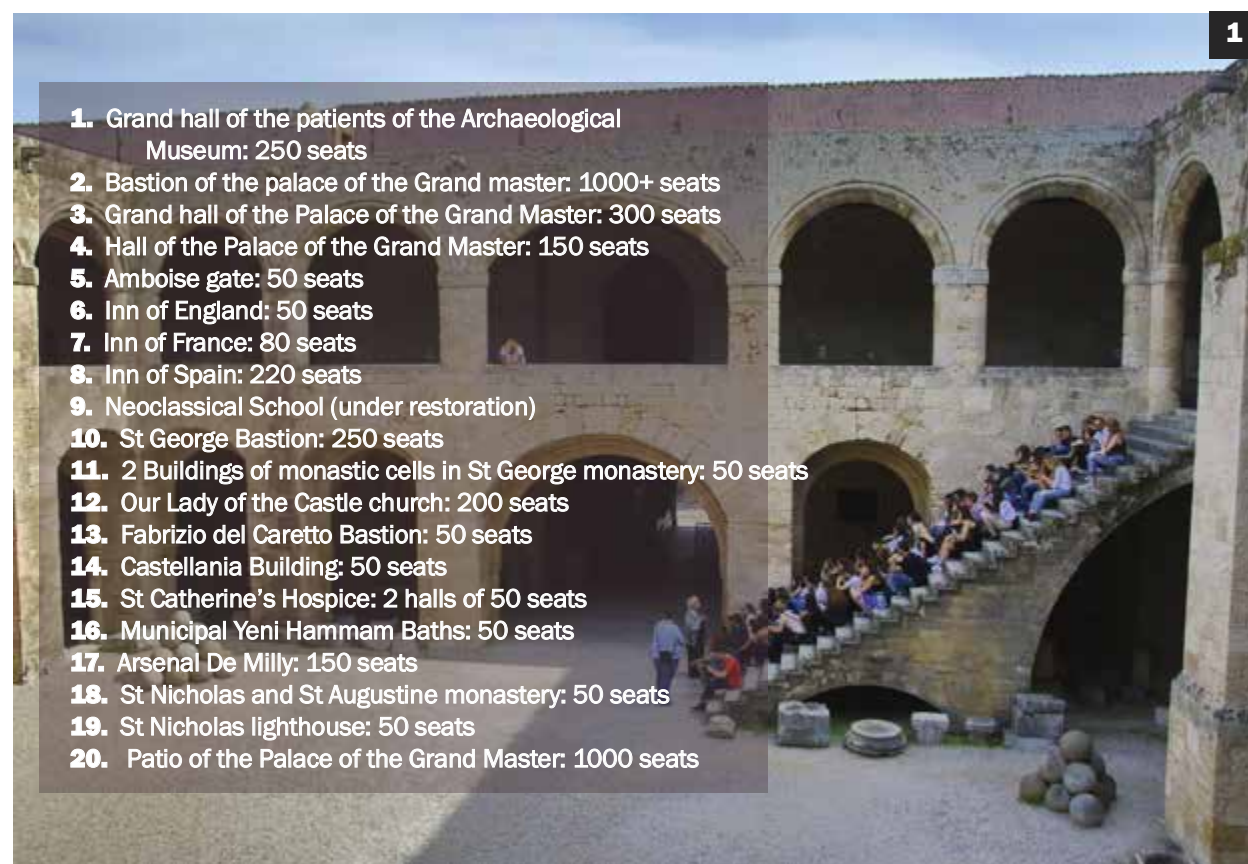
12



16



17



1

1. Grand hall of the patients of the Archaeological Museum: 250 seats
2. Bastion of the palace of the Grand master: 1000+ seats
3. Grand hall of the Palace of the Grand Master: 300 seats
4. Hall of the Palace of the Grand Master: 150 seats
5. Amboise gate: 50 seats
6. Inn of England: 50 seats
7. Inn of France: 80 seats
8. Inn of Spain: 220 seats
9. Neoclassical School (under restoration)
10. St George Bastion: 250 seats
11. 2 Buildings of monastic cells in St George monastery: 50 seats
12. Our Lady of the Castle church: 200 seats
13. Fabrizio del Caretto Bastion: 50 seats
14. Castellania Building: 50 seats
15. St Catherine's Hospice: 2 halls of 50 seats
16. Municipal Yeni Hammam Baths: 50 seats
17. Arsenal De Milly: 150 seats
18. St Nicholas and St Augustine monastery: 50 seats
19. St Nicholas lighthouse: 50 seats
20. Patio of the Palace of the Grand Master: 1000 seats



19



20



Outside the Medieval City, Rhodes has many additional venues including:

- 1. **National Theatre of Rhodes:** 800 seats (under restoration). The National theatre is a historical building with a 1930s international architectural style. A building from the Italian occupation at that time called “Teatro Puccini” and designed to host operas and concerts.
- 2. **Municipal Theatre of Rhodes:** 250 seats (recently renovated). The Municipal theatre, built in 1938-1939, is part of the City Hall building today that was known as “Casa Littoria” during the Italian occupation. It is an indoor theater that hosts plays and concerts.
- 3. **Rodon Open Theatre:** 350 seats (recently renovated). Located next to the Municipal Theatre, with a separate entrance, the Rodon is an outdoor theater, recently renovated, hosting plays and other cultural events in the summer.
- 4. **Melina Mercouri Open Theatre:** 800 seats (outdoor venue). Located inside the moat of the Medieval city, this outdoor theatre, hosts plays and other cultural events during the summer, featuring the walls of the knights as its natural scenery.
- 5. **Sound and Light Open Theatre:** 300 seats (outdoor venue). Located inside the garden, north of the Palace of the Grand Master, this outdoor theatre is home of a “sound and light” play and can host any kind of cultural event during the summer.
- 6. **Ancient Stadium and Odeon:** 1,000- 2,000 (outdoor venue). Both monuments date back to the Hellenistic and post-Hellenistic period (3rd–2nd c. B.C.). Partially restored during the Italian occupation, (1912-1945). The small marble theater (Odeon) hosts musical and theatrical performances, as it did in antiquity.
- 7. **Diagoras Municipal Stadium of Rhodes:** 4,000 seats (outdoor venue)

The City Council and the Region of the Dodecanese have also already set aside nearly 30 million for renovation projects. These projects will be completed to celebrate and contribute to the legacy of the European Capital of Culture:

- National Theatre** - Budget 10 million €
- Neoclassical School Building** – Budget 4 million € (from the Region of South Aegean)
- Wooden Pathway along the City Walls** – Budget 5.6 million €
- Grand Palace** – Budget 7 million €
- Museum of Modern Greek Art** – Budget 2 million €

PLANNED TIMETABLE FOR NEW CULTURAL INFRASTRUCTURE										
Name of investment in cultural institutions	Budget	Annual cost provisions in thousand euro								
	Thousand Euro	2015	2016	2017	2018	2019	2020	2021	2022	2023
National Theatre	10 m	0	2.000.000,00	2.000.000,00	2.000.000,00	2.000.000,00	2.000.000,00	0	0	0
Rehabilitation of the building Neo-classical school	4 m	1.000.000,00	1.000.000,00	1.000.000,00	1.000.000,00	0	0	0	0	0
Wooden Pathway	5,6 m	585.000,00	0	2.000.000,00	2.000.000,00	1.000.000,00	0	0	0	0
Grand Palace	7 m	1.500.000,00	1.000.000,00	1.000.000,00	1.000.000,00	1.000.000,00	1.500.000,00	0	0	0
Museum of Modern Greek Art	2 m	0	500.000,00	500.000,00	1.000.000,00	0				
								year of completion		





### Getting here

**R**HODES is accessible by both air and sea. Diagoras International Airport hosts more than 35 thousand departures and arrivals every year, throughout the year. It welcomes more than 2 million visitors from all over the world. It is located on the west coast of the island, 15 km south of the city of Rhodes, and has been in operation since 1977. Access to the rest of the Dodecanese Islands is by sea and for that reason events will mainly be held in the extended summer months (April-October).

Rhodes Island is also linked to all surrounding islands, Athens and Thessaloniki, by sea. The port is within the city limits, to the north-east side of the island, and it services daily trips to and from Athens, the islands of the Dodecanese, Turkey and Crete. It also serves as a stop or a home port for cruise ships that call port in Rhodes nearly 500 times a year, carrying more than 550,000 visitors.

### Tourist absorption capacity

**R**HODES has the ability to accommodate, sustain and entertain more than 2.7 million visitors per year. There is high standard infrastructure, consisting of 529 hotel businesses (37 five star hotels, 112 four star, 151 three star, 180 two star, 49 one star), offering more than 45 thousand rooms and almost **88 thousand beds**.

This infrastructure will not only serve as “room and board” for the island’s visitors during 2021, it will also be extremely valuable in supplying venues and personnel as an integral part of our year-long cultural programme.

It is in the interest of hotel owners to extend the tourism season, create a better quality of relationship with guests and find sustainable models for supporting the islands’ needs. Thanks to this, we have a strong relationship with the Association of Hoteliers and of Hotel Managers. The President of the Association of Hoteliers has agreed to the principal of ensuring accommodation for visiting artists. They will also provide support in other ways such as investing in a new training programme with artists and hospitality staff, in collaboration with the Higher School of Tourism Professions.

Our communication and management strategy involves an active programme of interacting and engaging with guests in Rhodes, so they can share their experience of the ECOC with friends and family back home, as we make creative use of expansive hotel spaces, lobbies, pool areas etc. as venues for surprise concerts and exhibitions. Above all, the residents of Rhodes wish to redefine their relationship between them and visitors.





## PART 5: Outreach

### Civil Society Involvement

**THIS BID** has been a creative journey developed by, for and with Rhodian stakeholders representing almost every civil society group on Rhodes Island. Work on the candidacy began when the City of Rhodes appointed ALIKI MOSCHIS-GAUGUET in April 2015. By the end of May 2015

a team was put into place and started working diligently to engage civil society in a consultation process. The Rhodes 2021 team engaged with different associations and invited each to submit ideas on how they would like the bid to develop. More than 150 associations representing the vast majority of civil society, second and third sector of the economy, local public authorities and knowledge institutions were consulted during this process.

A plethora of projects allowed the team to identify 5 main themes or challenges that could be addressed by bidding for the title:

1. Support Europe by exemplifying awareness of its identity, its heritage and its memory and by bringing elderly people back into the mainstream – **Citizen Europe**
2. Promote Rhodes as an exemplary European space for peace, cross-cultural understanding and as a gateway to the East – **Art over Troubled Waters**
3. Re-invent Rhodes by focussing on the intellectual and creative aspects of the island –

#### Rhodes and Re-genesis

4. Look more closely at the environment to challenge policies and practices especially related to tourism in order to attain a sustainable future – **Sustainability U-turn**
5. Create new and exciting work opportunities for young people – **YouTH-turn**

Overwhelmingly, citizens talked about the need to support networking, co-operation, sharing and the development of partnerships. Therefore it was decided that the whole programme should support the concept of a **SOCIAL ERASMUS**.

The team brought in some external international assistance in the form of author and consultant Dr. DIANE DODD and former artistic Director of Stavanger, MARY MILLER. On these visits, associations were invited to learn from those experts what they could expect from the candidacy and what is needed in terms of commitment and innovation in approach, resulting to re-submission of their project proposals newly emphasising cooperation, networking and co-creation.

On 24th August 2015 by means of a public call, the public were asked to submit proposals for the candidacy logo. Seventy three proposals were received and evaluated by three independent jury members. The proposal from school teacher, Ms VEATRIKI NTOVA, was selected for its originality and ability to convey many aspects of the Rhodes concept for the bid. It needs to be stressed that one of the criteria for the selection of the logo was its capacity for adaptation and development by Rhodians in a variety of items (from bread to jewellery) so that local businesses could capitalise on the theme and promote the year.

Since May 2015, the Rhodes 2021 team was brought to city council-owned offices located in the centre of Rhodes. From the outset the team have instilled an open door philosophy, encouraging Rhodians to come, ask questions and consult on possible project proposals.

The citizens of Rhodes are very much involved in the project and success will depend on them. No one can imagine the Rhodes, European Capital of Culture 2021, project without the commitment of Rhodians to share, co-create and collaborate with fellow Europeans.

### New opportunities for a wide range of citizens

couraging participation by all ages and abilities. We are committed to working across generations, making use of the wisdom, experience, and memories of everyone. Greece and the Mediterranean world are respectful of the role of grandparents within the family and we need to ask them to tell their stories.

As we capture the ‘memory of Europe’ by engaging our older population, we will also focus memories of **visitors**. Our *mEUmory* project will build a multi-strand storytelling and story-capturing process that links schools to organisations for the elderly. This project aims to connect citizens of all ages from small/medium cities across the Mediterranean.

Our volunteer force will be specifically empowered and trained to enable every potential attendee to enjoy – preferably by participation – the Rhodes 2021 programme, and we will include specialists in creative development for **disabled** children to maximise opportunity for their adult potential as arts professionals. In building our projects, physical open access will be a major consideration.

**Children** are a focus of our plans and will be involved in all projects, except those which may cater to a particular niche. We want to prioritise children’s interest in the environment by maximizing arts and creative projects in unusual spaces and landscapes. We will nurture artistic creativity through music, poetry, film, theatre and visual arts projects linking schools across the Mediterranean and beyond, working with teachers and administrators.

**Youth** and young adults will be engaged through Creative Industries programmes such as *Made in Rhodes* and *Rhodes Doc-Lab*. We want to ensure that imaginative and innovative young people stay on the island while being inspired by the kind of European talent that the ECOC will bring to Rhodes.

### Audience Development

**RHODES** is dedicated to expanding audiences for the arts and has identified three objectives in pursuing this mission:

- **expand supply** by increasing the production and range of high-quality works of art (and make this sustainable for the future)
- Rhodes has made a commitment to 5 capital projects that will provide new venues for creative works.
- Rhodes has made a commitment to raising funds being spent on culture by 5% annually, over the next 5 years.







- ▶ Rhodes aims to empower civil society also by linking its members to their peers in other European countries, ensuring that they have the opportunity to learn from others and co-create with them.
- ▶ **expand access** by creating more opportunities for people to encounter such works by taking the arts to the people, to hotels, to public spaces, to the streets.
- ▶ Rhodes has made a commitment to a programme of events that will take place not just across Rhodes island but throughout the Dodecanese – providing better access to everyone.
- ▶ Rhodes will take the arts and theatre to Europeans staying in its many hotels thereby spreading the word that Rhodes is Capital of Culture but also providing our visitors access to cultural events.
- ▶ Rhodes will set up a registration service for people with disabilities or reduced mobility so that they can have special access to assistance to attend events.
- ▶ Rhodes commit to a programme with school children to ensure that all schools receive access to events during the ECOC year.
- ▶ **expand demand** by cultivating the capacity of individuals in relation aesthetic experiences.
- ▶ Rhodes will work with schools to provide an educational outreach programme that will aim to stimulate the minds and imaginations of school children.
- ▶ Rhodes will implement a *mEUmory* project with focus groups narrating memories, taking part in creative writing workshops as well as film making workshops with students directing and playing.

Working with schools is important as there are 236 primary and 102 secondary schools in the Dodecanese region with several thousand educators and students. Meetings were held in July 2015 with the Directors of private schools and the Directors of the Primary and Secondary Education Directorates of the Dodecanese. These meetings generated support for such an educational outreach programme – as well as a plan to twin schools in Rhodes with schools throughout Europe. Moreover, the Greek-Turkish Youth Orchestra will perform in Rhodes and we are keen for Rhodes to become its permanent base.

## PART 6: Management

### Finance

**CITY BUDGET FOR CULTURE**  
The City Council of Rhodes has shown an increasing commitment to both the cultural sector and to its responsibility for protecting and conserving Europe's heritage. The share of the city's overall budget dedicated to culture and heritage has risen from 1,1% in 2013 to 1,7% in 2015. Given forced reductions in other city expenditure due to the crisis this shows the city's commitment to culture. A challenge for the city is to increase the budget for cultural activities in face of the growing need to preserve a UNESCO heritage site and there having the ECOC title will be an enormous stimulus to help build the case for an investment in cultural activities.

**TABLE A:** The annual budget for culture in the city over the last 5 years (excluding expenditure for the current European Capital of Culture application)

YEAR	MUNICIPAL ORGANIZATION OF CULTURE AND ATHLETICS	MUSEUM OF MODERN GREEK ART (MUNICIPAL SUBVENTION)	TOTAL BUDGET FOR CULTURE IN THE CITY (IN EUROS)	% OF THE TOTAL ANNUAL BUDGET FOR THE CITY
2011	4,353,507	447,500	4,801,007	2.4%
2012	4,596,150	408,500	5,004,650	2.5%
2013	1,952,050	274,300	2,226,350	1.1%
2014	1,795,652	243,392	2,039,044	1.0%
2015	3,182,800	241,500	3,424,300	1.7%

**TABLE B:** Annual budget for culture to finance the European Capital of Culture project, amounts starting from the year of submission of the bid until the European Capital of Culture year

YEAR	ANNUAL BUDGET FOR CULTURE IN THE CITY. 5% RAISE PER YEAR UNTIL YEAR ECOC (IN EUROS)	% OF THE CITY BUDGET FOR CULTURE TO BE USED FOR THE ECOC PROGRAMME
2015 current	3,424,300	20%
2016	3,595,517	100%
2017	3,775,293	100%
2018	3,964,058	100%
2019	4,162,261	100%
2020	4,370,374	100%
2021	20,000,000	100%



**TABLE C:** Amount of the overall annual budget that the city intends to spend for culture after the European Capital of Culture year (in euros and in % of the overall annual budget). This table shows Rhodes commitment to double the current spend on cultural activities by 2022.

YEAR	PROJECTED ANNUAL BUDGET FOR CULTURE IN THE CITY (IN EUROS)	% INCREASE IN THE CITY BUDGET FOR CULTURE POST-ECOC (TOTAL BUDGET ESTIMATED TO 200.000.000,00€)
2015 current	3,424,300	1,7%
2021	20,000,000	10%
2022	5,132,497	2,6%
2023	5,000,000	2,5%
2024	5,000,000	2,5%
2025	5,000,000	2,5%
2026	5,000,000	2,5%

**Operating budget for the title year**

Income to cover operating expenditure:

**TABLE D:** Overall operating budget (i.e., funds that are specifically set aside to cover operational expenditure). The budget covers the preparation phase, the year of the title, the evaluation, and legacy activities.

TOTAL INCOME TO COVER OPERATING EXPENDITURE	SUMS	FROM THE PUBLIC SECTOR (IN EUROS)	FROM THE PUBLIC SECTOR (IN %)	FROM THE PRIVATE SECTOR (IN EUROS)	FROM THE PRIVATE SECTOR (IN %)
2015 current	---	---	---	---	---
2016	3,595,517	2,876,413	80%	719,104	20%
2017	3,775,293	3,020,235	80%	755,058	20%
2018	3,964,058	3,171,246	80%	792,812	20%
2019	4,162,261	3,329,809	80%	832,452	20%
2020	4,370,374	3,496,300	80%	874.074	20%
2021 (ECOC year)	20,000,000	16,000,000	80%	4,000,000	20%
2022 (evaluation year)	5,132,497	4,105,997	80%	1,026,500	20%
2023 (legacy)	5,000,000	4,000,000	80%	1,000,000	20%
TOTAL SUMS	50,000,000	40,000,000	80%	10,000,000	20%

\*these figures are conservative and based on current agreements with the private sector however we hope to increase the percentage from the Private sector and thus the overall budget for cultural activities by actively seeking private sponsorship and donations.

**Income from the public sector**

**TABLE E:** Breakdown of income to be received from the public sector to cover operating expenditure

INCOME FROM THE PUBLIC SECTOR TO COVER OPERATING COSTS	(IN EUROS)	%
National government	8,000,000	20%
City	16,000,000	40%
Region	12,000,000	30%
EU (with exception of the Melina Mercouri Prize)	4,000,000	10%
Other	---	---
TOTAL	40,000,000	100%

**Have the public finance authorities (City, Region, State) already voted on or made financial commitments to cover operating expenditure? If not, when will they do so?**

For the years 2015 and 2016 the City Council of Rhodes has committed to a financial contribution to the operational costs of the Rhodes 2021 candidacy team which will be administered by the city until a legal independent association can be formed (pending a decision of the Greek parliament). A formal vote is expected.

Further, the City Council of Rhodes and the County Council have also pledged that in the event that Rhodes is selected to the second stage, the operational costs will increase and in the event of winning the title, operational costs will be covered through to end of the year 2022, one year following the title to ensure the legacy of the project is preserved. A formal vote is expected.

National authorities have not yet determined the amount of the contribution to cover the operational costs, but the Ministry of Culture of Greece has announced it will assume a financial commitment which is still to be confirmed.

**What is your fund raising strategy to seek financial support from European Union programmes/funds to cover operating expenditure?**

The City Council of Rhodes has a great deal of experience in operating and working with European funds. The Planning and Development Department of the Municipality is dedicated to appealing and managing European funds on infrastructures, procurements and cultural and touristic action plans.

The Rhodes 2021 Candidacy team will further be supplemented by a person, dedicated and specialized in European Union programmes for financing culture, urban and regional development. He will work closely with the city department to define structural, education and cultural funding opportunities. Specifically, the staff member will be responsible for:

- Identifying EU funding programs;
- Identifying and agreeing European partnerships for funding applications;
- Writing and implementing projects for funding in collaboration with European partners;
- Offering advice and support to stakeholders from Rhodes that could benefit from applying independently for funds from the EU;



**TABLE F:** Timetable for operating expenditure to be received by the city and/or the body responsible for preparing and implementing the ECOC project if the city receives the title of European Capital of Culture.

SOURCES OF INCOME FOR OPERATING EXPENDITURE	2016	2017	2018	2019	2020	2021 (ECOC)	2022 EVALUATION	2023 LEGACY
EU	287,641	302,023	317,124	332,981	349,630	1,600,000	410,600	400,000
NATIONAL GOVERNMENT	575,283	604,047	634,248	665,962	699,260	3,200,000	821,200	800,000
CITY	1,150,565	1,208,094	1,268,500	1,331,923	1,398,520	6,400,000	1,642,397	1,600,000
REGION	862,924	906,071	951,374	998,943	1,048,890	4,800,000	1,231,800	1,200,000
SPONSORS	719,104	755,058	792,812	832,452	874,074	4,000,000	1,026,500	1,000,000
OTHER	---	---	---	---	---	---	---	---
SUMS	3,595,517	3,775,293	3,964,058	4,162,261	4,370,374	20,000,000	5,132,497	5,000,000
TOTAL	50,000,000							

**Income from the private sector.** What is the fund-raising strategy to seek support from private sponsors? What is the plan for involving sponsors in the event?

The Rhodes2021 Candidacy team has agreement in kind from the private sector to cover 20% of the cultural programme budget. We are assured of reaching this goal because of a strong commitment from the Association of Hoteliers that have agreed to provide accommodation and meals for the artists that will come to Rhodes. This will cover a significant part of the budget as much of our programme is based on collaboration with other countries and the costs for hosting are considerable. Furthermore we have ambitious plans to draw funds and donations ‘in kind’ from other private sector operators but as this variable is unknown we prefer to be cautious.

In order to continue raising funds from private sponsors and donations, we plan to involve sponsors in our marketing and promotional campaigns and reward donors by organizing special events for them. We will draw up a plan to reward significant contributors to the programme using a Bronze, Silver, Gold and Platinum sponsor/donations structure.

A professional fundraiser will join the Rhodes 2021 and be responsible for sponsorship and donations. Concretely he will:

- Determine the sponsorship and donations reward programme.
- Create a database of potential private contributors/sponsors.
- Identify the characteristics of potential private contributors/sponsors and develop compelling reasons to respond favourably to requests for donations/sponsorship – both the individual projects and for the overall umbrella programme.
- Organize public fundraising events.
- Collect funds and reward private sponsors/donators.
- Work in collaboration with the Communication and Marketing team to ensure that sponsors logos are visible.
- Develop and maintain a system of crowd sourcing and e-donations on a dedicated website.
- Organize Donors events to thank them for their contribution.
- Coordinate and maintains partnerships with project organizers to prevent duplicating requests for sponsorships/donations.
- Report regularly to the General Director to determine exactly what the needs of Rhodes 2021 are and what support is required.

Rhodes 2021 also has a strong partnership with the Chamber of Commerce that will cover the cost of engaging a cultural industries officer to support the cultural programme pertaining to these initiatives and provide training and advice for start-up businesses as part of our goal to incentivize and encourage young people to become innovators and entrepreneurs.

**TABLE G:** Breakdown of operating expenditure

PROGRAMME EXPENDITURE (IN EUROS)	PROGRAMME EXPENDITURE (IN %)	PROMOTION & MARKETING (IN EUROS)	PROMOTION & MARKETING (IN %)	WAGES, OVERHEADS & ADMINISTRATION (IN EUROS)	WAGES, OVERHEADS & ADMINISTRATION (IN %)	TOTAL OF THE OPERATING EXPENDITURE
25.000.000	50%	15,000,000	30%	10,000,000	20%	50,000,000

**TABLE H:** Planned timetable for spending operating expenditure

TIMETABLE FOR SPENDING	SUMS	PROGRAMME EXPENDITURE (IN EUROS)	PROGRAMME EXPENDITURE (IN %)	PROMOTION & MARKETING (IN EUROS)	PROMOTION & MARKETING (IN %)	WAGES, OVERHEADS & ADMINISTRATION (IN EUROS)	WAGES, OVERHEADS & ADMINISTRATION (IN %)
2015	---	---	---	---	---	---	---
2016	3,595,517	1,797,758	50%	1,078,655	30%	719,103	20%
2017	3,775,293	1,887,646	50%	1,132,588	30%	755,059	20%
2018	3,964,058	1,982,029	50%	1,189,217	30%	792,812	20%
2019	4,162,261	2,081,130	50%	1,248,678	30%	832,462	20%
2020	4,370,374	2,185,187	50%	1,311,112	30%	874,075	20%
ECOC 2021	20,000,000	10,000,000	50%	6,000,000	30%	4,000,000	20%
2022	5.132.497	2,566,248	50%	1,539,749	30%	1,026,500	20%
2023	5,000,000	2,500,000	50%	1,500,000	30%	1,000,000	20%
TOTAL	50,000,000	25,000,000	50%	15,000,000	30%	10,000,000	20%

**Budget for capital expenditure:**

**TABLE I:** Breakdown of the income to be received from the public sector to cover capital expenditure in connection with the title year.

Income from the public sector to cover capital expenditure	in Euros	%
National government	7,200,000	15%
City	9,120,000	19%
Region	4,320,000	9%
EU (with exception of the Melina Mercouri Prize)	27,360,000	57%
Other	---	---
TOTAL	48,000,000	100%



Have the public finance authorities (city, region, State) already voted on or made financial commitments to cover capital expenditure? If not, when will they do so?

The City Council of Rhodes has voted and approved the Municipality Operational Plan 2015-2019 -decision no **671/16-11-2015**. The Operational Plan 2015-2019 foresees 37.000.000 € on capital expenditure –mostly historic buildings (75% from European funds, 25% from national funds).

The South Aegean Regional Operational Plan 2014-2020 has been voted and approved by the decision **C (2014)10179/18-12-2014** of the European Committee.

National authorities have not yet determined the exact amount of the contribution for covering capital expenses, but Rhodes City Council has prepared the documentation necessary for applying for funding projects.

What is your fund raising strategy to seek financial support from Union programmes/funds to cover capital expenditure?

The City Council of Rhodes has a great deal of experience in operating and working with European funds. The Planning and Development Department of the Municipality, along with the Department of the Medieval City and Monuments are going to apply and receive funds from EU programmes to support the capital expenditure related to the 37.000.000 € on capital expenditure foreseen in the Municipality Operational Plan 2015-2019.

The Departments have prepared the documentation necessary for applying for funding projects. The procedure is being coordinated by the Managing Authority of the South Aegean Regional Operational Plan.

**TABLE J:** Timetable for income to cover capital expenditure to be received by the city and/or the body responsible for preparing and implementing the ECOC project if the city receives the title of European Capital of Culture. (This table is optional at pre-selection stage).

Sources of income for capital expenditure	2015 (current)	2016	2017	2018	2019	2020	SUMS (ECOC)
EU	3,322,950	3,705,000	4,275,000	5,275,500	5,366,550	5,415,000	27,360,000
National Government	875,250	975,000	1,125,000	1,387,500	1,412,250	1,425,000	7,200,000
City	1. 108,650	1,235,000	1,425,000	1,757,500	1,788,850	1,805,000	9,120,000
Region	525,150	585,000	675,000	832,500	847,350	855,000	4,320,000
Sponsors							
Other							
TOTAL	5,835,000	6,500,000	7,500,000	9,250,000	9,415,000	9,500,000	48,000,000

**NOTE:** All cities in Greece have legal and financial restrictions at the time of writing the bid and as such, Rhodes has taken the lead to organise a joint visit of the Greek candidate ECOC cities to the Minister of Culture in order to revise the legal framework that currently conflicts with European Commission requirements. A first meeting took place on 4 November in Athens with Mayors from all Candidate Cities in order to formalize a precise proposal before the meeting with the Minister. Some of the solutions that Rhodes hopes the network will address are:

1. How to create the legal status for an independent organisation in face of legal restriction for a public body to fund a non-public independent institution in Greece.
- 2.To lobby for a commitment from the National Government on its financial commitment to the winning city.

**TABLE K:** Amounts to be spent for new cultural infrastructure to be used in the framework of the title year.

Sources of income for NEW capital expenditure	%	2016	2017	2018	2019	SUMS (ECOC)
EU	55%	825,000	1,100,000	1,100,000	1,375,000	4,400,000
National Government	15%	225,000	300,000	300,000	375,000	1,200,000
City	20%	300,000	400,000	400,000	500,000	1,600,000
Region	10%	150,000	200,000	200,000	250,000	800,000
Sponsors						
Other						
TOTAL	100%	1,500,000	2,000,000	2,000,000	2,500,000	8,000,000

**Organisational structure**

**THE CITY OF RHODES** and the South Aegean Region are the founding institutions that have jointly provided support for Rhodes, European Capital of Culture 2021. The city of Rhodes, given its strong relationship to tourism, has publically owned and managed a number of tourism institutions through DERM AE (Municipal Enterprises of Rhodes Single Shareholder S.A). DERM AE has formally endorsed the Rhodes candidacy for European Capital of Culture 2021 and is financing, in the interim period, the bidding process on behalf of the Municipality of Rhodes. This solution allows the candidacy office to act as independently as possible until an independent body can be legally created.

**Governance and delivery structure.** The governance structure for the candidacy will (as solutions are found) a non-profit association with independent statutes, governed by a board made up of nine representatives. The board will meet every month and will include representatives from the City Council, the South Aegean Regional Council, the Municipal Organisation for Culture and Sports, DERM AE (Municipal Enterprises of Rhodes Single Shareholder S.A), the Museum of Contemporary Greek Arts, the Chamber of Commerce, the Technical Chamber of Greece – Dodecanese department, the Rhodes Hotel Owners’ Association, and the General Director. Moreover, an advisory council will be convened every six months to ensure smooth communications and collaboration with public, private and third sector.

**Management and Global Leadership.** A **General Director** has been appointed to oversee the team and staff related to the ECOC 2021 office.

In the event that Rhodes is selected for the second round, the artistic programme will be managed by a team of four Artistic Directors focused on different artistic fields and selected for their artistic credentials as well as their ability to develop programmes for outreach, audience development, community engagement, and education/training. The four Directors will be

Rhodes believed that this network of Greek candidate cities will be able to jointly find solutions and has further proposed that candidate cities should support one another mutually and act to ensure that the energy and commitment required in submitting a bid is not lost in the event of not being selected. Rhodes has further made the commitment, if elected as ECOC, to invite all other cities to participate through common projects and to give them a platform in Rhodes 2021 to exhibit their uniqueness. Also, Rhodes pursued the idea of a ‘Greek’ Capital of Culture to be launched for non-winning cities so that each would have the opportunity to hold the Greek title in rotation during the next fifteen years period.To this end, if Rhodes obtains the ECOC title it has already verbally agreed with the islands of Samos and Mytilene and with the cities of Delphi and Eleusis to present joint projects for 2021.



**An Artistic Director-Performing Arts** (including opera, film, cinema, theatre, and dance)

**An Artistic Director-Music** (including classical and contemporary)

**An Artistic Director-Visual Arts** (including fine arts, exhibitions, museums)

**An Artistic Director-Creative Industries and Entrepreneurship** (including new media, innovation on crafts, design, fashion)

One of the Artistic Directors will be elected as coordinator of the Artistic Directors by the Board.

The General Director will have overall responsibility, but will try to manage by consensus and through regular team meetings that will take place on a weekly basis.

## Staff Structure.

The ECOC team will include

1. **A Communication, Branding and Marketing Officer** who will work closely with the Tourism Board, Chamber of Commerce, Association of Hotel Managers and the City and Regional Councils to ensure maximum visibility throughout the island and beyond and capitalize on tourism potential.
2. **A Social Media Officer** who will work closely with the communication, branding and marketing officer to ensure that Rhodes 2021 is present and communicated effectively through social media.

3. **A Research and Projects Officer** who will oversee contractual agreements on projects, set up an evaluation and monitoring model and be responsible for its implementation.
4. **A Projects Assistance Officer** to support the Research and Projects Office and General Director in maintaining good relations regarding all projects being developed.
5. **A Financial Manager/bookkeeper** who will be responsible for tight control of accounts and prepare regular reports for the board.
6. **An EU Programmes Officer** to support Rhodes 2021 in obtaining European funding while also assisting cultural operators interested in applying for EU funding.
7. **A Fundraising Officer** with specialist knowledge to implement a rewards system to attract private sponsorship and donations.
8. **A Volunteer Coordinator** who will set up a database of volunteers and manage the volunteer programme including a rewards programme for them.
9. **A Technical Coordinator** who will work closely with the artistic directors and the city council to ensure coordination with the technical services department of the city council so that infrastructure, equipment and services are available for all planned events.
10. **A Secretary** who will work under the General Director and providing support to the Rhodes 2021 office.

The City Council has already appointed some staff members for the first phase, including the General Director and an Artistic Director focused on the performing arts. Additions to the artistic and management team will be made through a public call, while the Board will select team members in agreement with the General Director. The current team consists of professionals committed to the process who represent significant strands of the cultural sector and includes:

## General Director:

*Aliki Moschis-Gauguet* was born in Rhodes; Expert in International Relations and Cultural Diplomacy; MA, Johns Hopkins University; DES, International Relations, Institute of Paris; International President-Founder of the NGO FAM (Femme-Art- Méditerranée), a network operating since 1998 under the aegis of UNESCO; Honorary Consul of France in Rhodes; Knight of the National Order of Merit of France; Elected "Woman of Europe" in 2004 at the European Parliament for her "outstanding contribution in the promotion of dialogue and understanding between different cultures and civilizations"; Curator of an im-



portant number of international art exhibitions, including "Breaking the Veils: Women Artists from the Islamic World" that brought together 70 artists from 21 countries and was presented in major European, American, and Australian museums and institutions during a period of ten years; A coordinator of several European programs, she has organised international fora bringing together hundreds of artists, scientists, and intellectuals on the theme of peace education through the arts. A former member of the Advisory Council of the Anna Lindh Foundation, Aliki Moschis-Gauguet is Vice President of the Robert Schuman Institute in charge of Euro-Mediterranean Relations. In the event that the bid goes to the second round, negotiations will proceed to appoint her as General Director.

## Artistic Director:

*Nikos Chatzipapas* was born and raised in Rhodes. He studied in Athens Drama, Cinema, Mimics and Graphic Arts. In 1979 he founded in Rhodes the Dodecanese Theatre Association and the same year he won the Lead Actor's Award in Ithaca Theatre Festival. As Director he collaborated with the National Theatre of Greece, the Municipal Theatres of Kalamata, Rhodes, Crete, Ioannina, Kozani and Patras and for several years with the Experimental Stage of Art in Thessaloniki. In 1987 he founded the Magic Theatre and the Street Theatre Stage and in 1997 he founded the Helix Street Theatre. He has directed theatrical plays by writers including Be-



ckett, Frein, Bost, Mishima, Lorca, Chekov, de Gelderaude, Shakespeare, Marlow, Johnson, Moncheleze, Molier, Goldoni and Aristophanes. His performances have been presented in international festivals. A special note should be made for the play *Prometheus* which was presented in the 31st Session of Theatre of The Nations in China in 2008. Other important moments of his career where: In 2000 he directed Shakespeare's *Midsummer Night's Dream* in the form of an opera in the National Theatre of Greece. His group, *Helix*, have participated in the Euro-

pean Programs *Helidra* (coordinator) and *Circus: A way of life*. He organizes and is the Art Director of the International Street Theatre Festival of Athens since 2009. In the event that the bid goes to the second round, negotiations will proceed to appoint Mr. Chatzipapas as Artistic Director for Performing Arts.

## Communication, Branding and Marketing Officer:

*Anda Karayanni* is a tourism expert, with specialization in strategic Marketing and Communication. In 2005 she founded the company «Praxis Plus», dealing with strategic communication, marketing, PR and business development of companies, local authorities, organizations. Praxis Plus, is the exclusive partner in South Aegean for FVW, North Events, Hellenic Management Association. Anda has 25 years experience in tourism including the management of the hotel 'Irene Palace' in Rhodes. She taught Public Relations in the Higher School of Tourism Professions in Rhodes and she delivers keynote speeches at conferences and seminars on tourism and marketing issues. She was a board member of Rhodes Hotel Owners Association (2001-2014) and vice president (2011-2014), board member of the Tourism Organization - Prefecture of the Dodecanese, board member of the Cultural Organization of the Municipality of Rhodes, connecting tourism and culture, board member of SKAL international and member of the Scientific Chamber of Dodecanese. She is member of the Rhodes Hotel Managers Association, the Greek Marketing Academy, Hellenic Institute of Marketing. She has an MSc in Marketing and Communication from Athens University of Economics. In the event that the bid goes to the second round, negotiations will proceed to appoint Praxis Plus to carry implement the strategic communication, branding and PR strategy.



## Social Media Officer:

*Michael Kavuklis* was born and raised in Rhodes. He studied Political Science and Diplomacy at the Dept. International and European Studies of the University of Macedonia in Thessaloniki, and obtained a Master's Degree in "Political, Economical and International Relations in the Mediterranean", by the Dept. of Mediterranean Studies of the University of the Aegean in Rhodes, where he currently is a PhD candidate. Since 2005, he runs a small marketing agency in Rhodes, specialized in web and online media. The agency specializes on promoting small businesses, NGOs, artists and Rhodes as a destination, combining all the benefits of online and offline media. In 2007, he joined the House of Europe in Rhodes. From 2007 he serves as its representative to the Youth Committee to the European





Network for Education and Training - EUNET, e.V.. Since 2014 he serves as the President of the House. He created in 2010, and runs since then, the awarded simulation conference Rhodes MRC - Rhodes Model Regional Co-operation. He has also studies in piano and musical theory, he is an amateur composer, writer, photographer and cinematographer, and non-regular columnist in various media. In the event that the bid goes to the second round, negotiations will proceed to appoint Mr. Kavuklis as Social Media Officer

Research and Projects Officer:

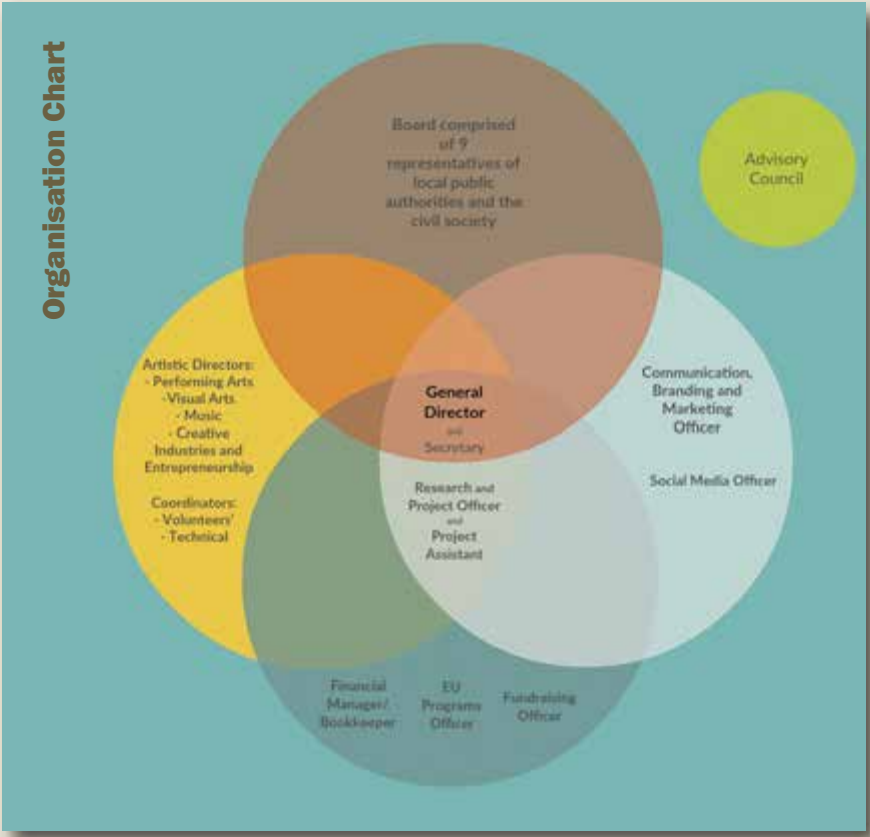
*Ioannis Papageorgiou* was born and raised in Rhodes. He holds a Law degree from the School of Law of the University of Athens, and an MSc in Criminology and Criminal Justice as well as a PhD in Political Theory both from the School of Law of the University of Edinburgh. He is member of the Athens Bar Association and practices Intellectual Property law and he is consultant in research and innovation projects. He has numerous scientific publications in a variety of themes ranging from political sociology and political theory to public administration and management. Since 2013 he is research coordinator and managing director of the Rhodes Project SCE, a social cooperative enterprise established in Rhodes active in humanities and social research with particular focus on the study of social history through the systematic recording of the Oral History of the island. During his term, Rhodes Project SCE has been involved in the publication of a monograph, the organisation of two international collo-



quia in Rhodes and the conduct of two qualitative researches funded by the British Academy and the European Economic Area. In the event that the bid goes to the second round, negotiations will proceed to appoint Mr. Papageorgiou as Research and Projects Officer.

Projects Assistance Officer:

*Michael Papamichail* was born in Rhodes in 1983. He studied Political Science and Public Administration at the University of Athens, majoring in Political Analysis. He speaks English, French, Italian and Spanish, and he is a Reserve Lieutenant of the Greek Army. In 2004, he co-founded a magazine, which focused on political and social issues as well as cultural current events of Athens. In 2011, he returned to Rhodes and worked as an editor for various media of the local Press and nationwide online media. Since 2013, he is working as a freelance copywriter, and a Chapter Relations Director for Rhodes Project SCE, a social cooperative enterprise active in humanities and social research with particular focus on the study of social history through the systematic recording of the Oral History of the island. Since 2014, he is also working as a managing editor for a local online gastronomy newspaper. In a pursuit of artistic expression, in 2012 he joined a theatre group in Rhodes as an amateur actor, and became a student of classical guitar. He also enjoys creative writing and playing rugby. In the event that the bid goes to the second round, negotiations will proceed to appoint Mr. Papamichail as Projects Assistance Officer.



CONTINGENCY PLANNING

Even if Rhodes 2021 fails to get the title, we will continue with our operational plan for the cultural development of Rhodes. Moreover, many projects will go ahead, including the National Theatre, the extent they have been “adopted” by civil society organisations that are now keen to see them come to fruition.

STRENGTHS	WEAKNESSES	SOLUTIONS
<ul style="list-style-type: none"><li>▶ Strong political cross-party support</li><li>▶ Very active civil society</li><li>▶ Academic support and experienced evaluation team</li></ul>	<ul style="list-style-type: none"><li>▶ Lack of legal framework for ECOC governance (common to all Greek candidate cities)</li></ul>	<ul style="list-style-type: none"><li>▶ Rhodes has formed a network of candidate cities to put pressure on the government to change the legal framework allowing public bodies to provide funding to NGOs</li></ul>
<ul style="list-style-type: none"><li>▶ Private support and finance available</li><li>▶ Already committed local budgets and strong cultural budget</li></ul>	<ul style="list-style-type: none"><li>▶ High tax on hoteliers (weakens their position regarding financial support)</li><li>▶ Unknown financial contribution by the government makes it hard to budget (common to all Greek candidate cities). Financial pessimism</li><li>▶ Perception that spending on culture is a luxury</li></ul>	<ul style="list-style-type: none"><li>▶ In kind support agreed through accommodation provision for international artists</li><li>▶ Aim to plan events to extend the tourist season and off-set losses for hotels</li><li>▶ Strong local support will ensure 80% of projects can operate regardless of national commitment, while there is contingency planning for larger projects in case of budget shortfall. Strong outreach / international contacts and collaboration will ensure optimism and motivation</li><li>▶ Emphasis on projects that stimulate pride, learning, &amp; participation</li></ul>
<ul style="list-style-type: none"><li>▶ Very cosmopolitan with 3 million visitors every year</li></ul>	<ul style="list-style-type: none"><li>▶ Tourism concentrated in six months per year increasing risks in terms of preservation of the natural &amp; cultural environment</li></ul>	<ul style="list-style-type: none"><li>▶ Support and promotion of sustainable tourism projects throughout the year</li></ul>
<ul style="list-style-type: none"><li>▶ Very good infrastructure</li></ul>	<ul style="list-style-type: none"><li>▶ Renovation and maintenance needed</li></ul>	<ul style="list-style-type: none"><li>▶ Public budget dedicated to renovation projects independent of ECOC year</li></ul>
<ul style="list-style-type: none"><li>▶ Heritage advantage</li></ul>	<ul style="list-style-type: none"><li>▶ Need to handle cultural heritage carefully</li></ul>	<ul style="list-style-type: none"><li>▶ Sustainable cultural ECOC programme, utilizing our heritage in innovative ways</li></ul>
<ul style="list-style-type: none"><li>▶ First island to hold the title (previously only held on the mainland)</li></ul>	<ul style="list-style-type: none"><li>▶ Challenge of linking the Dodecanese islands, given distances</li></ul>	<ul style="list-style-type: none"><li>▶ Strong commitment to develop both physical and virtual links</li></ul>
<ul style="list-style-type: none"><li>▶ Strong links with several ECOC cities</li><li>▶ Strong links with other Greek and Romanian candidate cities; joint projects envisioned</li><li>▶ Positive, extensive and varied international relations, links and connections</li><li>▶ East-west proximity; geographical and cultural position</li></ul>	<ul style="list-style-type: none"><li>▶ Subject to economical, political turmoil in the region</li></ul>	<ul style="list-style-type: none"><li>▶ Rhodes and Greece are strongly anchored in the European Union</li><li>▶ Utilize experience and sensitivity to support processes and dialogue</li></ul>
<ul style="list-style-type: none"><li>▶ Strong Greek/International Artistic Director with Rhodian routes</li><li>▶ Strong General Director with proven record in cultural cooperation</li><li>▶ Dedicated and motivated local team</li></ul>	<ul style="list-style-type: none"><li>▶ Need to widen perspectives / develop new ideas and strengthen creativity</li></ul>	<ul style="list-style-type: none"><li>▶ Will bring in expertise from different countries to work with and motivate local cultural operators.</li></ul>



**Cooperation between Local Authorities and the ECOC Team.** The General Director will be responsible for monthly reporting to the Board.

An internal communication plan will be devised so that all appropriate people are copied in relevant communications and team meetings will take place regularly.

A technical officer will be employed to ensure strong relations between the Rhodes 2021 artistic team and the agencies of the City Council responsible for ensuring that venues and related infrastructure (chairs, tables, pergolas etc.) and safety conditions are met (advising police, The Red Cross etc.)

### **The General Director and the Artistic Directors and their respective fields of action**

Rhodes 2021 **General Director** will undertake the following fields of actions:

- ▶ Direct, coordinate and oversee the activity of the activity of the legal entity (in the form of an Association) to be set out in the management contract in accordance with Greek law;
- ▶ Represent this Association in relations with other legal entities and individuals;
- ▶ Represent it in connection with all international relations with international and national instances and conduct international relations;
- ▶ Approve plans of artistic activities based on the recommendations of the Artistic Directors;
- ▶ Recommend to the Board employment, dismissal, and disciplinary sanctions involving the Association's personnel;
- ▶ Participate in hiring personnel, including Artistic Directors, that will ultimately be selected by the Board;
- ▶ Monitor the implementation of decisions by the General Director, the Board of the Association or other competent bodies;
- ▶ Ensure information is provided promptly to Board members of the Association;
- ▶ Coordinate the Artistic Directors and Management team
- ▶ Attend the meetings of the Board of the Association
- ▶ Be the public face of Rhodes 2021

The **Artistic Directors** will undertake the following fields of actions:

- ▶ Be part of a team curating the artistic program of the European Capital of Culture and coordinating the work of artists selected on the basis of international competitions, so as to ensure a high quality for all cultural events/activities to take place in the period 2016-2023;
- ▶ Elaborate the artistic program for the preparatory years and for the year Rhodes will hold the title of ECOC, ensuring compliance with the European dimension of the project.
- ▶ Ensure that all projects have at least 2 European partners and 1 non-EU partner whenever possible.
- ▶ Recommend local, national, and external partners for additional events presented under the banner of the European Capital of Culture in 2021.
- ▶ Support other artistic team directors and members in all their projects related to the smooth running of Rhodes 2021.
- ▶ Evaluate and monitor the artistic activities being undertaken in relation to those being planned, proposing measures to improve each activity;
- ▶ Provide information and operational support as expected by the management and communication team;
- ▶ Strive to maintain the highest quality of artistic activities in constant collaboration with artistic and technical personnel involved in their production;
- ▶ Participate in committees involved in hiring staff involved in the arts component of the program;
- ▶ Seek to attract national and international personalities who could promote the reputation of Rhodes 2021;
- ▶ Organize and coordinate events and activities, including travel, in their particular fields of competence on behalf of the Association;
- ▶ Substitute the General Director of the Association, if absent;
- ▶ Prepare regular reports for the Board of the Association.

### **Marketing and communication**

**Journey to the Light.** *Journey to the light* is our slogan as it captures both the idea of enlightenment and the light of Apollo.

We want through our program and “social Erasmus” concept to break barriers that exist between different peoples, countries and cultures of the world, as well as build many bridges and connections between them. We want to light the way forward to a new future by stimulating new partnerships, thoughts, ideas, concepts and insights.



#### **Logo**

The logo was chosen because it symbolises several aspects of the bid including:

- ▶ a TORCH to guide people through a period of darkness;
- ▶ a BOAT making a journey to enlightenment;
- ▶ a PATHWAY to the light;
- ▶ a VASE full of worldly treasure waiting to be unlocked;
- ▶ And, if you look closely you can also see the COLOSSUS which is symbolic of Rhodes.

### **Our marketing and communication goal**

Our strategy is to:

- ▶ create awareness at home and abroad of Rhodes ECOC 2021;
- ▶ strengthen and promote Rhodes 2021 and the ECOC programme by capitalizing on the tourism resources and unique opportunities it provides;
- ▶ ensure support for RHODES 2021 from businesses and civil society.

### **Mobilizing citizens and visitors to be communicators**

We will use many different methods to ensure that both citizens and visitors become communicators of Rhodes 2021 including:

**Ambassador scheme** ▶ Citizens and artists of high media profile will be named “ambassadors” of the programme of the programme.

**Merchandising** ▶ The logo was also chosen because it could be adopted and used in many forms so that the people of Rhodes can make their own version at home, or in their businesses. We want people to use and adapt the logo so it becomes part of the local community displayed in windows, and used in merchandising.

**Advertising campaign** ▶ Rhodes will use an advertising campaign both at home and abroad to inspire intellectual and humanitarian debate. For example, our Facebook profile asks a “profound question” every week to engage people and stimulate debate.

*The art and science of asking questions is the source of all knowledge* (THOMAS BERGER)

**Dedicated website** ▶ A dedicated website will be created in English and Greek to be a gateway to Rhodes for those who cannot physically be present as well as a point of reference for residents to have up-to-date information on events and activities. The website for Rhodes 2021 will:

- Outline the vision;
- Include a video (of children or artists in support of the bid);
- Have high quality images in collaboration with the Tourism Agency and/or Department of Culture;
- Provide a space for people to contribute to the bid idea (interactive web);





- e) Include testimonials by well-known individuals (including, for example, clips of a Paralympics team, in connection with accessibility issues);
- f) Include a calendar with information and deadlines (when will projects be selected, who will select them, when will this become known, when will they get funded, when they can start);
- g) Provide contact details for artists & individuals who wish to collaborate with Rhodians, so they can get in touch;
- h) Announce open calls for European artists to perform in Rhodes.


The website will be engaging, interactive, and a place where the people of Rhodes (residents and visitors) will take centre stage in telling their story through videos or tweets. Competitions will be organised to generate content relevant for 2021. A team of postgraduate students of the Greek Open University has already conducted a baseline study regarding the Rhodes 2021 website (open groups, structure, design).


**Social media** ► Activating Citizen Europe by using social media to get Rhodes' message out into Europe will be essential to our strategy.

*Every man ought to be inquisitive through every hour of his great adventure down to the day when he shall no longer cast a shadow in the sun. For if he dies without a question in his heart, what excuse is there for his continuance?* (FRANK MOORE COLBY)

 **Facebook** will be kept active in both Greek and English by providing photos and images of events in Rhodes but also by asking provoking questions each week.

 **Twitter** will re-tweet these inquisitive questions and

 **Instagram** will have photos and images.

 **YouTube** will be filled with memories of Europe

**Offline strategy** ► Working with 3 million tourists. Working with international networks ► Social Erasmus concept: all projects must involve at least 2 European countries and 1 third country.

**Media strategy** ► Regular press conferences will be given starting in 2016 and audiovisual material will be released to try to attract the greatest possible media coverage of the event

**Presence of the European Union** ► In all activities the logo of the European Union will be visible through leaflets, posters, and websites. Representatives from the European Commission (principally from DG EAC) will be invited to address (open or closed) major events organized within the year.

**Database and target groups** ► Central to all of this is a strong database that will ensure ► Hotels and restaurants across the islands are reached so they can post information for visitors. ► Artists and cultural organizations are informed about the broader strategies and are made to feel part of the process ► Schools and educational institutions are informed and engaged with the themes ► European networks are kept informed about calls for residencies, artists etc. ► International, national and local press are provided with press releases regularly ► Taxi drivers are kept informed ► Youth groups, civil society associations, and cultural organizations are informed and made to feel part of the process.

OUR APPLICATION IS **SPECIAL** BECAUSE...

Greece's profile abroad principally involves its culture and heritage, even though economic issues took centre stage more recently. Greece needs to have a vibrant European Capital of Culture that can project a strong international image, backed by an effective communication and marketing plan. This is why Greece needs Rhodes to be European Capital of Culture – because Rhodes has built into its programme the fundamental ethos of sharing, co-creating, and developing projects with other Europeans. We seek to dispel the sadness of our immediate past and project an intelligent city, island, and country that is a leader in peace and reconciliation, shining a torch that illuminates the philosophical, social, and humanitarian values that make Europe what it is.



## Rhodes 2021 European Capital of Culture Committee

**President:** Fotis CHATZIDIAKOS

**Board of Directors:** Vangelis MANDRAKOS, Stratos KARIKIS, Antonis GIANNIKOURIS, George YPSILANTIS, Teris CHATZIOANNOU, Mariza CHATZILAZAROU, Vasiliki XEPAPADAKI-PAPADIMITRIOU, Ioannis KOURTIS, Sergios AIVAZIS, Nikos FRONAS

**Graphic Design:** Dimitris KALOKYRIS

**Photo Credits:** Almas, Biliadis Dimitris, Chatzichristodoulou Katerina, Formigx, Grafida, House of Europe in Rhodes, Kaklios Andreas, Kalisperis Stelios, Koskinas Dimitris, Mantikos Argiris (Rodospres.gr-20.04.2015), Medieval Rose, Mpoke Christos, Nanav Nikolas, Pastrokos Haris, Philippou Philippos, Praxis Plus, Romeos Stillanos

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## Rhodes 2021 European Capital of Culture

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tel. +30 22410 29192, 39316 contact@rhodes2021.eu – www.rhodes2021.eu



**ANNEX 2**  
**DECLARATION OF HONOUR BY THE APPLICANT CITY**

The undersigned Fotis CHATZIDIAKOS

representing the following legal person:

full official name : Municipality of Rhodes

official legal form: Local Authority Organisation of 1<sup>st</sup> Degree

full official address : Eleftherias Sq. 1, PO 85131, Rhodes, Greece

VAT registration number: 997561152

➤ certify that the applicant city is not in one of the following situations which would exclude it from receiving Union prizes:

- a) is bankrupt or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) has been convicted of an offence concerning professional conduct by a judgment of a competent authority of a Member State which has the force of *res judicata*;
- c) has been guilty of grave professional misconduct proven by any means which the Commission can justify including by decisions of the European Investment Bank and international organisations;
- d) is not in compliance with all its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established, with those of the country of the authorising officer responsible and those of the country where the action is to be implemented;
- e) has been the subject of a judgement which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity, where such activity is detrimental to the Union's financial interests;
- f) is subject to an administrative penalty for being guilty of misrepresenting the information required as a condition of participation in a procurement procedure or another grant award procedure or failing to supply this information, or having been declared to be in serious breach of its obligations under contracts or agreements covered by the Union's budget.

➤ declare that the applicant city:

- g) have no conflict of interests in connection with the prize; a conflict of interests could arise in particular as a result of economic interests, political or national affinity, family, emotional life or any other shared interest;
- h) will inform the Commission, without delay, of any situation considered a conflict of interests or which could give rise to a conflict of interests;
- i) have not granted and will not grant, have not sought and will not seek, have not attempted and will not attempt to obtain, and have not accepted and will not accept any advantage, financial or in kind, to or from any party whatsoever, where such advantage constitutes an illegal practice or involves corruption, either directly or indirectly, inasmuch as it is an incentive or reward relating to the award of the prize;

j) provided accurate, sincere and complete information within the context of this prize award procedure.

➤ I declare that the applicant city is fully eligible in accordance with the criteria set out in the specific call for submission of applications.

➤ I acknowledge that according to Article 131 of the Financial Regulation of 25 October 2012 on the financial rules applicable to the general budget of the Union (Official Journal L 298 of 26.10.2012, p. 1) and Article 145 of its Rules of Application (Official Journal L 362, 31.12.2012, p.1) applicants found guilty of misrepresentation may be subject to administrative and financial penalties under certain conditions.

If selected to be awarded a prize, the applicant city accepts the conditions as laid down in the call for submission of applications.

Last name, first name: CHATZIDIAKOS, Fotis

Title or position in the city: Mayor

Signature [and official stamp] of the applicant

Date: 30 -11-2015

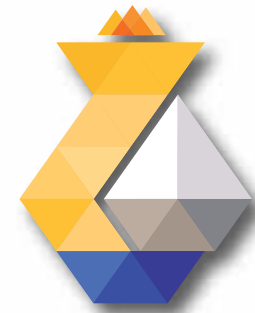


Your reply to the call for submission of applications will involve the recording and processing of personal data (such as your name, address and CV), which will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Unless indicated otherwise, your replies to the questions in this form and any personal data requested are required to assess your application in accordance with the specifications of the call for submission of applications and will be processed solely for that purpose by the Hellenic Ministry of Culture and Sports. Details concerning the processing of your personal data are available on the privacy statement at the page: [http://ec.europa.eu/dataprotectionofficer/privacystatement\\_publicprocurement\\_en.pdf](http://ec.europa.eu/dataprotectionofficer/privacystatement_publicprocurement_en.pdf).

Your personal data may be registered in the Early Warning System (EWS) only or both in the EWS and Central Exclusion Database (CED) by the Accounting Officer of the Commission, should you be in one of the situations mentioned in:

- the Commission Decision 2008/969 of 16.12.2008 on the Early Warning System (for more information see the Privacy Statement on [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/legal\\_entities/legal\\_entities\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm)), or
- the Commission Regulation 2008/1302 of 17.12.2008 on the Central Exclusion Database (for more information see the Privacy Statement on [http://ec.europa.eu/budget/explained/management/protecting/protect\\_en.cfm#BDCE](http://ec.europa.eu/budget/explained/management/protecting/protect_en.cfm#BDCE) )





JOURNEY  
TO THE  
LIGHT

to be continued...



