



STAVROS
NIARCHOS
FOUNDATION
CULTURAL
CENTER

ΚΕΝΤΡΟ
ΠΟΛΙΤΙΣΜΟΥ
ΙΔΡΥΜΑ
ΣΤΑΥΡΟΣ
ΝΙΑΡΧΟΣ



Stavros Niarchos Foundation Cultural Center 2017 Report

The Stavros Niarchos Foundation Cultural Center (SNFCC) is the Stavros Niarchos Foundation's (SNF) largest single grant, which covered exclusively the cost for its design, construction and outfitting. In February 2107, following the project's completion, the SNF delivered the SNFCC to its rightful owner, the Greek State. In 2017, with the exception of a government grant, the SNF was the SNFCC's exclusive donor, with €5 million for its operational costs and €5 million for the implementation of free to all events and activities. In addition, the SNF funded the SNFCC's Members Program, and, through its Recharging the Youth initiative offered paid internships at the SNFCC, the NLG, and the GNO to young people aged 18-35.

SNFCC S.A. is a public-benefit nonprofit organization devoted to the Stavros Niarchos Foundation Cultural Center and the Stavros Niarchos Park's maintenance, operation and management. Furthermore, it has developed and is organizing its own series of cultural, educational, and sports events.

It is supervised by the Greek Ministry of Finance.



Foreword



The Stavros Niarchos Foundation (SNF) vision, which Renzo Piano masterfully realized, was the creation of a public space open to all.

The realization of this vision was the main challenge for the Stavros Niarchos Foundation Cultural Center (SNFCC) Board of Directors in 2017, after the Center was delivered to the Greek State by the SNF: a public Cultural Center offering free access as well as the opportunity to contribute and co-create to everyone through the numerous cultural, educational, sports, recreational and environmental events and activities it organizes.

Indeed, in 2017 more than 3,500 free events were organized, thanks to an exclusive grant by the SNF. Ongoing efforts and hard work were the key for winning the high-attendance bet in the most spectacular way. Even though the most optimistic estimates mentioned 700,000 visits per year, in 2017 we exceeded 3 million visits. People embraced the SNFCC, and the residents of the Athens metro area keep on visiting again and again,

thus rewarding the creation of a space of unparalleled aesthetic and culture that offers a multitude of services, while showing respect to each and every visitor, catering for their needs and safety. In 2018, this already high attendance rate continues to grow.

We are deeply grateful to the Stavros Niarchos Foundation, its Co-President, Mr. Andreas C. Dracopoulos, its Board of Directors and its team, not only for offering this masterpiece to the Greek State, but because their ongoing, more than generous support, topped by their €10 million annual grant towards the SNFCC, enables us to realize a very important goal, which is to offer free, open to all events and activities.

The second big challenge the Board of Directors had to address was the relocation and full operation of the Greek National Opera (GNO) and the National Library of Greece (NLG) at their new premises. As shown in this report in further detail, thanks to the collaboration with these two organizations, not only has this goal been met, but also it has already generated an impressive outcome.

The third big stake for the SNFCC Board of Directors in 2017 was the organization's financial administration. The SNFCC was delivered to the Greek State with a five-year Business Plan. Eventually, through the meticulous financial administration as well as because of the high number of visits, our financial results were improved by €2.3m compared to the initial Business Plan.

The SNFCC's environmental standards were also an important issue that has been thoughtfully addressed. Sustainability has been an integral component of the SNFCC project from the very beginning. In 2017, its environmental infrastructure got into full operation, turning the SNFCC into a global sustainability hub.

For 2018, SNFCC's main goal is the enrichment of its offering toward its public and society. This goal will be realized largely through the further development of synergies between the GNO, the NLG, and the SNFCC, which will also pave the way towards international collaborations.

We are grateful to the Ministry of Finance as well as to the Minister, Mr. Euclid Tsakalotos personally, for the exemplary way the Ministry has fulfilled its role as the SNFCC's supervisor, respecting its administrative autonomy while supporting it and resolving occurring issues during this unprecedented venture.

Thanks are also due to our collaborators: first to the GNO and the NLG, as well as to all institutions, artists, scientists, and educators with which we have collaborated. We owe special thanks to the Regeneration & Progress NGO, our main partner in the SNFCC's successful sports events.

Finally, we would like to underscore the contribution of SNFCC's executives and staff to the success of this venture. Their dedication, expertise and professionalism have played an integral part in the accomplishment of this – oftentimes excessively – demanding project. We thank them from our hearts.

NIKOS MANOLOPOULOS
Managing Director

Stavros Niarchos Foundation Cultural Center: Realizing the vision



Ever since the Stavros Niarchos Foundation Cultural Center (SNFCC) was only a vision of the Stavros Niarchos Foundation (SNF) and a sketch on paper by Renzo Piano, its cultural and educational significance, as well as its key role in the revitalization of the Kallithea neighborhood and the whole of Athens through the construction of a new metropolitan park was already obvious. The high participation in the events organized

prior to its opening were an indication of the public's interest, anticipation and hope invested in the SNFCC. Still, nobody could have imagined its actual impact, nor that in 2017, during its first full year of operation it would have welcomed more than 3 million visits, while the most optimistic estimates were only 700,000. No one could envision that the SNFCC would so quickly become the symbol of a new era.

Being an international architectural landmark and a sustainability hub as well as a metropolitan cultural destination, encompassing the National Library of Greece (NLG), the Greek National Opera (GNO) and the Stavros Niarchos Park, the Stavros Niarchos Foundation Cultural Center (SNFCC) has already become a reference point in the Athens metro area and in Greece.

The realization of this vision, shared by the Greek State, the Stavros Niarchos Foundation and SNFCC S.A., was the main challenge for the SNFCC in 2017. A lot of effort was invested in cultivating the notion that the SNFCC is a place where everyone is welcome; where everyone has access to education and culture through events and activities that inspire and motivate people to actively participate. It is a unifying space without any kind of barriers; it never excludes anyone. People of all ages, all origins, from different walks of life and with varied interests, with or without disabilities, permanently or temporarily living in the city, all are and all feel equally welcome. All can sense that the SNFCC belongs to them, a fact that redefines the concept of public space in Greece and its relationship with citizens.

The SNFCC has also become a new model of collaboration between the public and the private sectors, showing the way for new investments and synergies concerning the construction of public works, while offering invaluable optimism and hope.

On 23 February 2017, the SNFCC was delivered to the Greek State by the Stavros Niarchos Foundation. Its operation has been exclusively funded by the two generous annual SNF grants – €5 million for its operation and €5 million for events – as well as by the SNF's support in all possible ways.

These donations made it possible for the SNFCC to offer more than 3,500 high quality, free cultural, educational, sports, and recreational events to the public, becoming an outstanding cultural destination. Respect, safety, security and high standard services are integral components of the SNFCC visitors' experience. These efforts have had a remarkable return. The public embraced the SNFCC. Visitors' numbers are still growing in 2018, after the record 3 million visits in 2017. It is now obvious that the SNFCC has become part of many people's everyday life.

The SNFCC has also become a new paradigm of collaboration among different cultural institutions: the National Library of Greece, the Greek National Opera and SNFCC S.A. coexist and collaborate to produce an outcome where the whole is much greater than the sum of their separate activities.

The second big challenge the SNFCC had to address was to secure the transition and operation of the GNO and the NLG in their new premises, as well as the best utilization of SNFCC's state of the art infrastructure.

Indeed, the GNO has already relocated successfully. After its transitional period, the GNO is well into its first regular artistic season with unprecedented success. As for the NLG, its transition started in 2017 and was successfully completed in 2018. During this time, people, primarily young visitors who had already discovered an ideal study space fully equipped with cutting-edge digital technology, had already filled its facilities.

The first full year of the SNFCC's operation has indicated its potential, as well as the future culture, education, and sports outreach it can achieve.

In addition, 2017 was the landmark year for the full operation of the SNFCC's environmental sustainability infrastructure. The first results are very encouraging, showing how an organization can develop its full capacity while being environmentally sustainable and adhering to strict environmental standards.

We believe that one of the most important achievements the SNFCC can be proud of is raising sustainability awareness. To this end, its flagships including the Stavros Niarchos Park, the largest public Mediterranean garden in the world, as well as the energy canopy above the Lighthouse, played a vital role.

In addition, 2017 was the year that dozens of third-party conferences and corporate events were hosted in the SNFCC as part of the commencement of the organization's commercial operation. Meanwhile, we continued to welcome leaders from around the globe.

The financial administration was the third challenge the SNFCC had to address during 2017. A thorough five-year Business Plan was included when the SNFCC was delivered to the Greek State. Unswerving commitment to a meticulous financial management, as well as the larger than expected number of visitors were the backbone of another achievement: the economic outcome for 2017 was improved by €2.3m compared to the Business Plan.

The present annual report maps the vision, strategy, and activity of the SNFCC in 2017. All financial details are available on the organization's site, SNFCC.org. The report also includes several special moments we shared here, at the Stavros Niarchos Foundation Cultural Center. By making this report public, our aim is to adhere to our commitment for transparency both towards the Greek State and the Greek citizens as well as towards our collaborators, our Members, and our benefactor, the Stavros Niarchos Foundation, which has never stopped supporting the SNFCC with generosity and faith.

A New Partnership Paradigm

On 23 February 2017, the Stavros Niarchos Foundation delivered the Stavros Niarchos Foundation Cultural Center to the Greek State and the Greek society, through a large celebration, where everyone was invited.

The delivery did not only highlight the completion of the SNFCC construction, but also the climax of a partnership between the public and private sectors sharing the same goal and vision: the operation of an open public space, accessible to all; a new cultural, educational, recreational, and sports hub with the aim to enrich its visitors' life.

This partnership paradigm set by the SNFCC is a tangible and hopeful example offering alternative management models for public organizations, based on transparency, meritocracy, and professionalism.



The Stavros Niarchos Foundation announces its plans to fully finance the design, construction and outfitting of the Stavros Niarchos Foundation Cultural Center, including the new premises of the National Library of Greece and the Greek National Opera, as well as the development of the Stavros Niarchos Park.



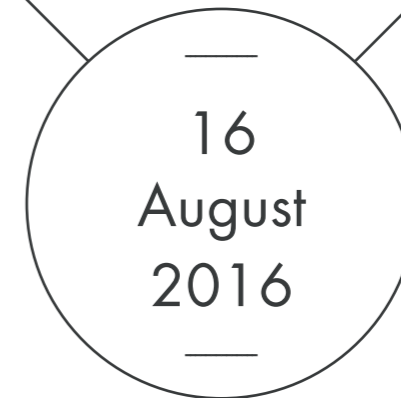
A Memorandum of Understanding is signed between the SNF and the Greek State for the construction of the SNFCC.



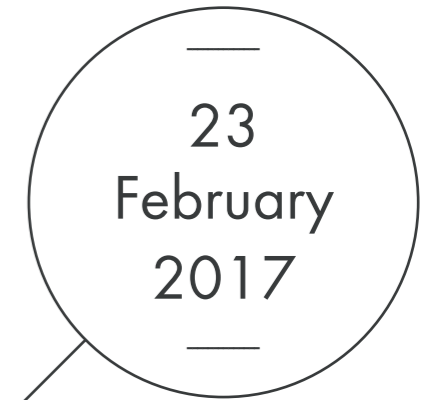
The contract between the SNF and the Greek State for the construction of the SNFCC is ratified by the Greek Parliament.



Construction of the Stavros Niarchos Foundation Cultural Center begins.



SNFCC's daily operation begins.



The SNF delivers the SNFCC to the Greek State and society. SNFCC S.A. is supervised by the Greek Ministry of Finance.

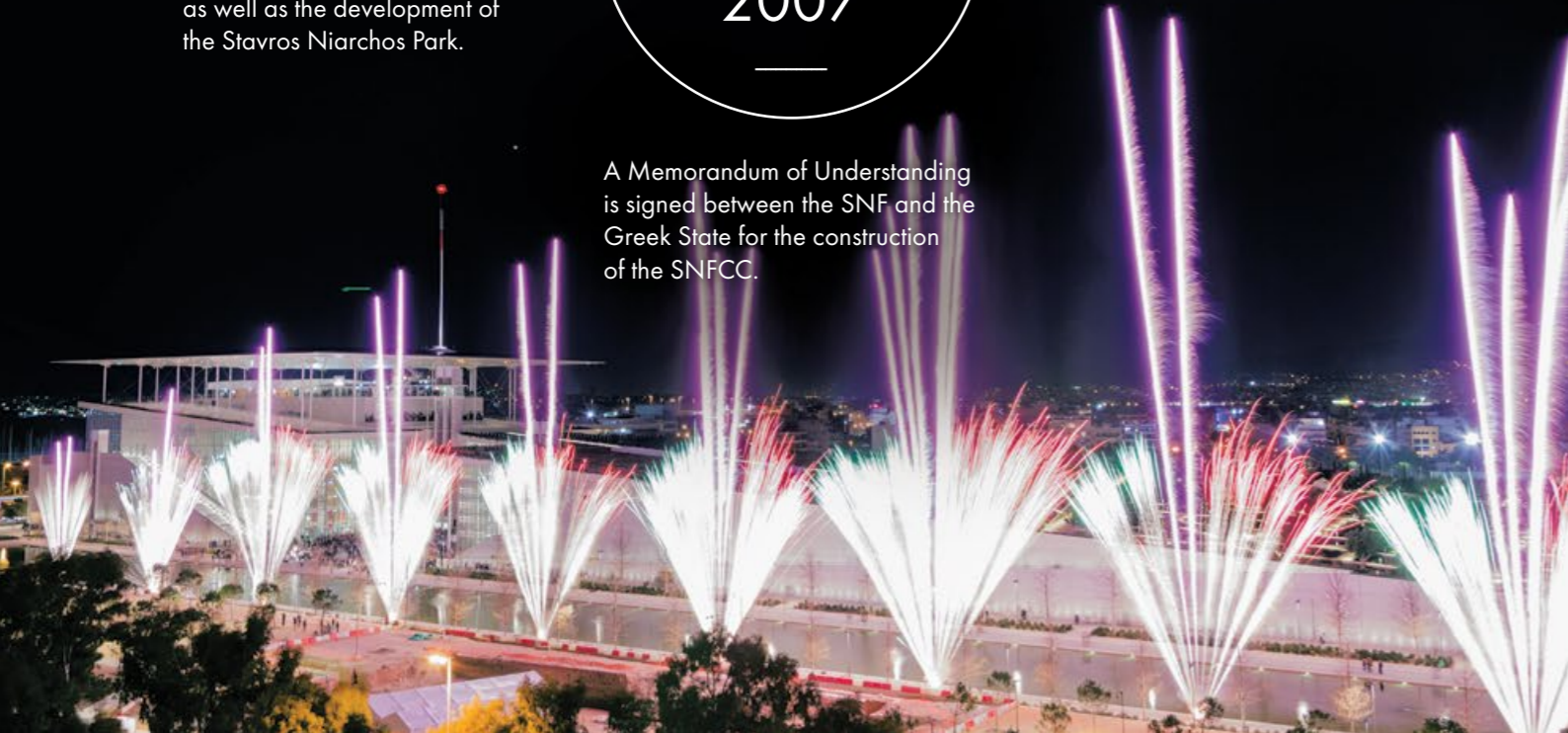


"After more than ten years, we are ready to deliver the Stavros Niarchos Foundation Cultural Center's key to its rightful owners: the Greek society. All of us working for the Stavros Niarchos Foundation believe that the SNFCC reflects the infinite potential and perspective of our country, for which we will continue to strive."

Andreas C. Dracopoulos
Co-President, Board of Directors, Stavros Niarchos Foundation,
23/02/2017

"The project's financial value is of utmost importance, but its cultural value is even greater. In a country with culture as its national capital, the possibilities created by the Stavros Niarchos Foundation Cultural Center are vast and can have a positive multiplying effect."

Alexis Tsipras
Greek Prime Minister, 23/02/2017



The SNF at the SNFCC

In addition to being the visionary creator, and donor of the Stavros Niarchos Foundation Cultural Center (SNFCC), the Stavros Niarchos Foundation (SNF) is also its exclusive donor and invaluable collaborator across multiple activities, as well as an events organizer at the SNFCC premises.

After delivering the SNFCC to the Greek State, the SNF announced its commitment to continue supporting it for five years with grants summing up to €50 million for the implementation of free public events as well as for its day to day operation. Furthermore, it continues funding the organizations residing in its premises: the National Library of Greece and the Greek National Opera. All activities by the Stavros Niarchos Foundation Cultural Center included in this report were realized thanks to this exclusive grant. In addition, the SNF continued supporting the SNFCC Membership Program during

2017. The Membership Program was inaugurated in June 2016, when 42,000 Members were registered with the SNF covering their subscription fees. For more information regarding the Membership Program, please refer to pages 54-55.

Finally, through its Recharging the Youth initiative, the SNF offers to young people aged 18-35 paid internship positions at the SNFCC, the GNO, and the NLG. For more information on this program, please refer to pages 52-53.



The Canal Stage
Summer Nostos Festival 2017

SNF ACTIVITIES AT THE SNFCC IN 2017

- **SUMMER NOSTOS FESTIVAL**
AN INTERNATIONAL MULTIFACETED ARTS, SPORTS, AND EDUCATION FESTIVAL

The SNF has a standing appointment at the SNFCC premises each June, stemming from its social responsibility as well as its ongoing support to the Stavros Niarchos Foundation Cultural Center. Every year, it organizes and funds the Summer Nostos Festival events and activities in their entirety. In 2017, from 18 to 25 June, more than 171,000 visitors, 413 Greek and international artists, 4,500 runners, over 75 unique events, 5 stages and a variety of locations for games and sports, all met during this iconic, open and free to all, summer festival.
- **ANNUAL INTERNATIONAL CONFERENCE ON PHILANTHROPY**
From 21 to 23 June 2017, the SNFCC hosted the 6th SNF Conference on Philanthropy, which explored the themes of Creativity, Imagination, and the Importance of Reactivating Public and Ethical Spaces in a Highly Polarized Society, with more than 50 outstanding speakers from Greece and abroad, and 600 participants.
- **DIALOGUES**
On 8 November 2017, the Stavros Niarchos Foundation initiated its monthly series of events entitled DIALOGUES, oftentimes hosted at the SNFCC premises. The DIALOGUES delve into different themes that cut across the key pillars of the SNF's work: Arts and Culture, Education, Health and Sports, and Social Welfare. Through this series of events, which are free and open to all, the SNF seeks to catalyze conversations around critical issues, create a platform for the exchange of ideas, present individuals who inspire a new way of thinking, and encourage collaboration among individuals and organizations across the globe.
- **SNF RUN**
The evening race entitled SNF RUN: Running into the Future was held on 23 June, International Olympic Day. Starting from the Panathenaic Stadium in downtown Athens, it included a 6k and a 10k course, both finishing at the SNFCC premises. In addition, the 4k SNF RUN: FIRST RUN was organized right at the start of the year, just after midnight.

A Shared Voice for Culture



NATIONAL LIBRARY OF GREECE

The National Library of Greece started its relocation from the historic Vallianeio neoclassical building in downtown Athens to its new premises at the SNFCC in 2017 and successfully completed it in 2018.

Moving 720,760 items of the Library's collection was a painstakingly complex and demanding venture that lasted three months. It demanded the collaboration of more than 100 people on a daily basis, the adaptation of existing spaces and tools, and it took 235 truck drives to the SNFCC for its completion.

To ensure a smooth operation for transferring the items as safely as possible, new, wheeled bookcases were custom-made in order to absorb rail vibrations and prevent the items from shifting.

The special collections, including several outstanding treasures of Greece's printed heritage, were accompanied by the Greek Police, according to the legal procedures demanded for the protection and safe delivery of Greece's national relics. The relocation cost was €489,800 and it was fully subsidized by a capital grant of €5,414,000 issued by the Greek Ministry of Education, Research and Religious Affairs in order to support the NLG relocation venture to its new home at the SNFCC. This amount was added to the €5m grant by the Stavros Niarchos Foundation. The National Library of Greece is now getting ready to open its doors to everyone who wants to experience its new, state-of-the-art technology and facilities.

GREEK NATIONAL OPERA

2017 was a landmark year for the Greek National Opera, which relocated from the small scale Olympia Theater in downtown of Athens to its new, state-of-the-art premises at the Stavros Niarchos Foundation Cultural Center. It did not cease its full artistic operation during the transitional period: people living in the Athens metro area had the opportunity to watch Verdi's *Macbeth*, and the dance triptych *Landscapes* by the GNO Ballet, at the Stavros Niarchos Hall (SNH). The Alternative Stage proved to be the highlight of the year: the first GNO musical commission, *Erotokritos* by Dimitris Maramis, premiered with great success. Furthermore, the *Sacred Music Days* and the *Music Theater Days* also debuted at the Alternative Stage during the transitional period, and will recur annually with enriched content.

The GNO opened officially at the SNFCC in October 2017 with the production of *Elektra* by Richard Strauss at the Stavros Niarchos Hall. An ambitious production with international impact, it was the first of several leads the GNO is proud of: it was the first time for the GNO to present this work, and it was the first time for internationally acclaimed Greek mezzo-soprano Agnes Baltsa to sing at the GNO. Moreover, a successful GNO initiative, the three-year Manos Hadjidakis Cycle, was also launched in October with a series of performances presenting well-known as well as hitherto unpublished works of the iconic Greek composer with a view to redefine his oeuvre, and introduce it to the next generations.

By the end of 2017, the GNO had also staged – with full houses – two operas, *Rigoletto* and *La bohème*, as well as the *Sleeping Beauty* ballet.

The Alternative Stage debuted its official season with the new play *Twilight of the Debts*, a radical adaptation of Wagner's *Twilight of the Gods*. By the end of 2017, the new children's opera commissioned by the GNO, *Prince Ivan and the Firebird*, the Piano Festival, the new play *Yokichi*, and – for the first time in Greece – the famous operetta *The Mikado* were also staged with success.

The official opening of the first GNO artistic season at the SNFCC (October 2017-July 2018) was characterized by memorable artistic accomplishments, full houses, a more inclusive opera repertory, international collaborations, invitations to famous international artists, as well as by giving voice to a new generation of Greek singers and conductors. Both the Press and the audience's positive response paved the way towards greater artistic achievements.

The GNO aspires to revisit the art of making opera by redefining it as a form of art that can be sharp, influential, contemporary, and also timeless. This goal was successfully met in 2017.



Redefining Public Space



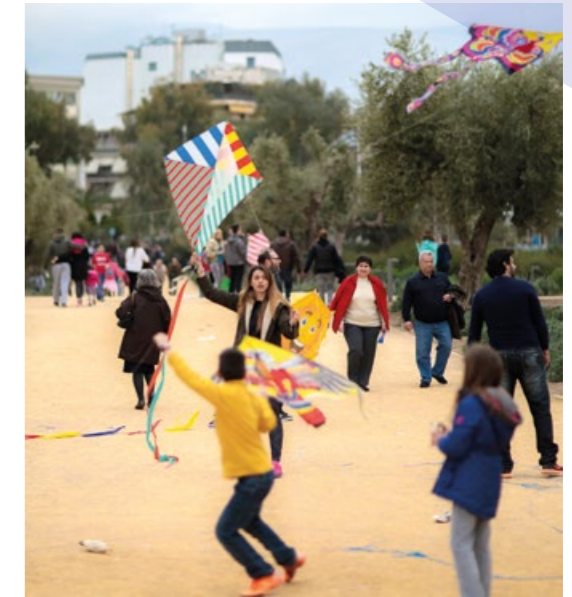
The SNFCC and the Stavros Niarchos Park design and construction have significantly contributed to the revitalization of Athens' Kallithea neighborhood and the Falirio Delta waterfront area after years of neglect. The SNFCC philosophy and operating model has defined the venture's success, culminating in 3 million visits by the end of 2017, a number much larger than the most optimistic estimates.

The high-quality free events and activities organized, realized and hosted by the SNFCC, as well as the staff and collaborators' professionalism, made the Stavros Niarchos Foundation Cultural Center a reference point in the greater Athens area, thus redefining the concept of public space.

The Stavros Niarchos Foundation Cultural Center is a public space open to all. Visitors interact among themselves and the space in an unprecedented way; visitors respect the SNFCC premises and the Stavros Niarchos Park in the way the SNFCC respects its visitors, catering for their needs and offering high added value services, while also ensuring that it always remains clean, safe and meticulously maintained.

More than
3 million
visits in
2017

Engaging Families



Family activities have been an integral component of the SNFCC programming, offering the opportunity to parents and their children to spend quality time together. To this end, instead of organizing events and activities that engage adults and children separately, the SNFCC came up with the idea of the Generations Family Festival at the Stavros Niarchos Park, inspiring all generations to actively participate. Other such programs included events that motivated parents to join sports and recreational activities with their children. Free entrance was ensured thanks to the exclusive grant by the Stavros Niarchos Foundation.

A Place of Celebration

Another SNFCC achievement in 2017 was that it became a top destination for people living in the Athens metro area in order to celebrate important dates and special occasions. The facilities were open throughout the year for thousands of people who chose to celebrate Clean Monday, May Day, Christmas Day, and New Year's Eve with us.

With especially designed activities for every occasion as well as impressive new additions such as the Ice Rink on the Canal, where more than 40,000 cheerful people enjoyed ice-skating for free, the SNFCC was registered as a place of celebration in people's minds.

All celebration activities were free to all thanks to the exclusive grant by the Stavros Niarchos Foundation.

20,000
people joined us to celebrate
New Year's Eve

40,000
people enjoyed skating
at the SNFCC Ice Rink



A Welcoming Host to All

Committed to being open to all, the SNFCC has been designed to be fully accessible to persons with disabilities. A large number of its guided tours have been adjusted for physically impaired visitors with limited movement, sight or hearing abilities. In addition, many educational programs were organized in 2017 with a view to encourage the collaboration among children with and without disabilities.

People aged over 65 with minor mobility impairments comprise another group the SNFCC has catered for. With scientific guidance, it has designed programs to motivate people aged over 65 to remain healthy and active while also maintaining their mental agility.

All the above activities were exclusively funded by the Stavros Niarchos Foundation grant.



Socially Responsible



The mezzo-soprano Joyce DiDonato masterclass, one of the free activities organized in collaboration with El Sistema Greece.

Ever since it began its operation, the SNFCC has been a responsible social partner embracing and supporting vulnerable social groups.

To this end, it has collaborated with the Social Fashion Factory - SOFFA, a cooperative that aims to educate and reintegrate excluded persons (refugees, long-term unemployed people, sex workers) in the workplace and society through the production of eco-friendly sustainable clothing. In 2017, the SOFFA produced the SNFCC Members tote bag entirely from sustainably and ethically produced Greek cotton.

Moreover, in collaboration with the Greek branch of the international program El Sistema, the SNFCC developed activities to encourage the collaboration among refugees and Greek children through music. Each session included a masterclass by Greek and foreign artists, such as famous mezzo-soprano Joyce DiDonato.

Finally, the SNFCC collaborated with institutions such as the International Organization for Migration enabling refugees to visit the SNFCC, as well as with the *Shedia* street paper in order for it to be sold within the SNFCC premises, supporting homeless and marginalized persons' integration or reintegration in society.



Sports & Wellness



Motivating people to exercise and adopt a healthy lifestyle is a significant priority for the Stavros Niarchos Foundation Cultural Center. The Stavros Niarchos Park is the ideal place for sports activities and it is open for all to participate in SNFCC's organized Sports & Wellness activities or to follow their individual workout routines, any time of the day.

In 2017, 18,027 children and 22,500 adults participated in Sports & Wellness activities organized at the SNFCC premises in collaboration with the Regeneration & Progress NGO, enjoying the fitness equipment available at the

Outdoor Gym, the Running Track, the Bike Lane, the Canal, and the Stavros Niarchos Park. Participation was free to all thanks to the exclusive grant by the Stavros Niarchos Foundation.

Furthermore, jogging aficionados joined forces forming the SNFCC Running Team that trains regularly under experienced guidance. Many other visiting teams also exercise daily at the SNFCC.



Cultural Center

Already from its first full year of operation, the Stavros Niarchos Foundation Cultural Center has become a major cultural destination producing high-standard events. Its programming includes music, dance, cinema, theater, performance and visual arts, in a manner that also acts complementary to the programming of the National Library of Greece and the Greek National Opera.

The backbone of the SNFCC philosophy is to produce cultural events as well as recreational and educational activities and learning opportunities for people of all ages, while catering for those who experience financial and social issues that prevent them from accessing culture.

Its vision also includes supporting Greek artists while being in sync with the global art scene. In 2017, all cultural events were free to all thanks to the exclusive grant by the Stavros Niarchos Foundation.

Shanghai Kunqu Opera

3,500
free activities and
events during
2017



Cultural Center



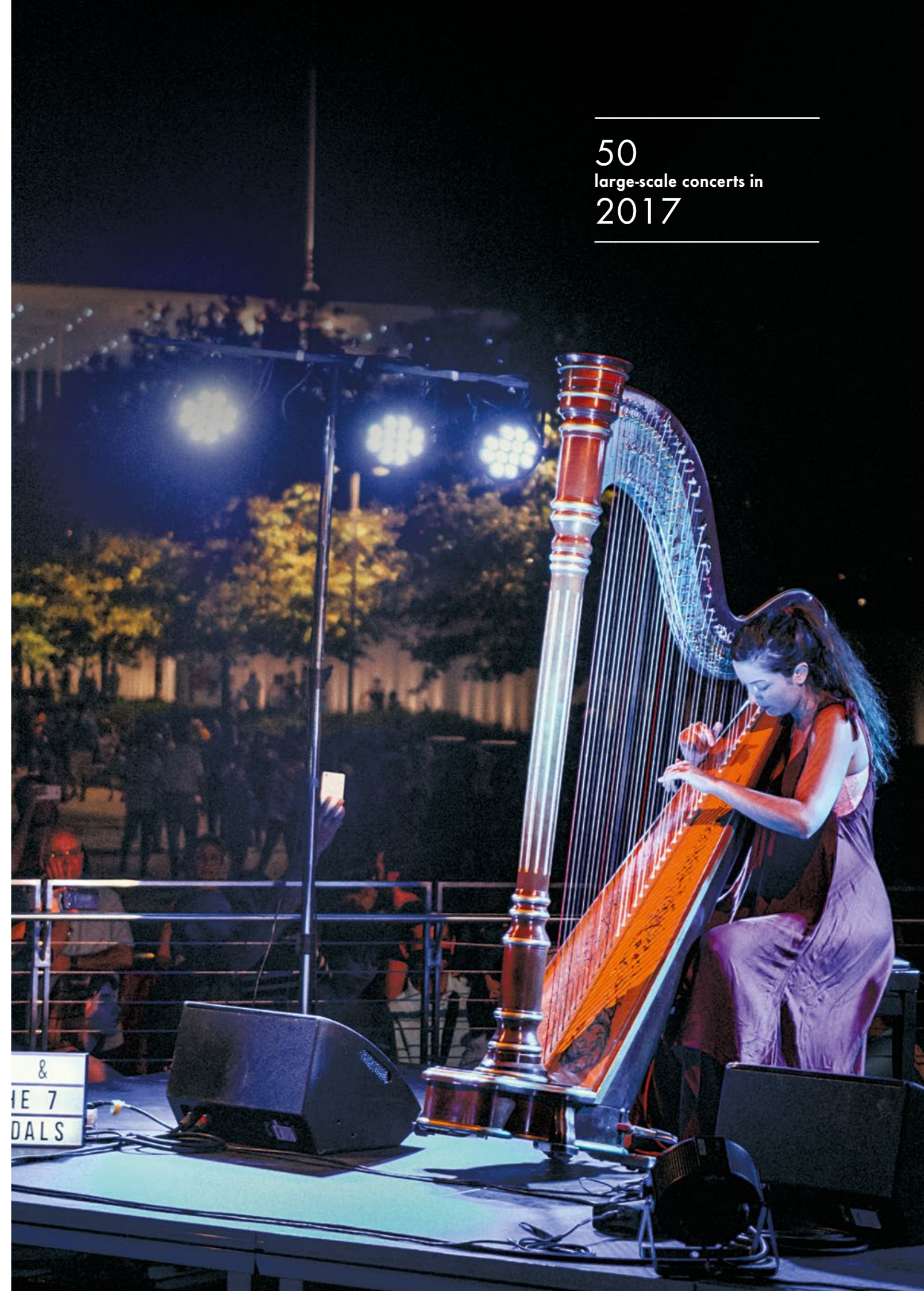
MUSIC

Music has no boundaries, it has no beginning, no end; it knows no borders. The SNFCC programming stems from this belief, introducing different music forms and styles, synergies among established and emerging artists from varied backgrounds and roots, demonstrating how the multiple faces of music reflect the multitude of our lives. In 2017, the SNFCC focused on five music series, each one showcasing different music scenes and approaches:

- *Music Escapades* presented the latest trends in the Greek alternative scene featuring emerging Greek artists;
- *Jazz Chronicles* was a tribute to the contemporary Greek jazz scene, proposing old and new sounds, funk and classic rhythms, orchestral and vocal ensembles;
- The *Cosmos* concert series at the Stavros Niarchos Hall explored different musical universes inspired by Susumu Shingu's eponymous sculpture, which adorns the Hall's ceiling;
- The *Parklife* series of concerts at the Stavros Niarchos Park's Great Lawn invited the audience to a unique experience where music animated nature, and nature enhanced the music experience;
- *Microclimata* was a series of events inviting the audience to discover unexpected soundscapes. Musical ensembles from the experimental Greek scene performed at different sites of the Stavros Niarchos Park, producing live sound and light installations in order to create their own audiovisual microclimates.

The above series were enriched with many pop-up concerts and music events giving life to the SNFCC interior and exterior spaces throughout the year.

50
large-scale concerts in
2017



Cultural Center



CINEMA

- *Park Your Cinema* for adults and *Park Your Cinema Kids* are two successful open-air cinema series, taking place in various locations within the Stavros Niarchos Park, the Stavros Niarchos Hall, the Lighthouse and elsewhere.
- The SNFCC paid tribute to Greek filmmaker Nikos Nikolaidis with a mini retrospective, as well as to Michelangelo Antonioni (in collaboration with the 2nd Mediterranean Festival of the Municipality of Kallithea).

63
movies with free entrance
were screened at the SNFCC
during
2017



DANCE

- The Social Ballroom platform was launched in 2017, transforming its 10 classes into parties, each time focusing on a different dance. Thousands of dance-lovers of all ages participated in these successful events.
- In addition, many classical and modern dance performances by emerging artists were hosted in the SNFCC facilities.

THEATER

- *Parabases*, the new SNFCC readers theater series, debuted in November 2017 with tributes to Greek writer Nikos Kazantzakis and Greek Nobel Prize Laureate, poet George Seferis.
- Four performances by the renowned Shanghai Kunqu Opera were presented in September.

ARCHITECTURE

- The retrospective *Piece by Piece* showcasing Renzo Piano Building Workshop's projects attracted 105,000 visitors. It was organized in collaboration with the Stavros Niarchos Foundation.



Learning Space

The SNFCC has become a learning space for all, regardless of age and educational background. An integral part of its vision is to offer access to education and skill-building opportunities, without any financial or other barriers to entry.

Everyone is welcome to actively participate and broaden their knowledge on subjects that vary from the arts, architecture, nature and technology.

All workshops, classes and seminars were free to all thanks to the exclusive grant by the Stavros Niarchos Foundation.



1,194
free seminars,
courses and
workshops in
2017

39 lectures
ranging from the
pre-Socratic Philosophers
and 21st century Sculpture
to Photography and
Sustainable Mobility



School Visits & Courses Designed for Children



"I liked everything in this educational and beautiful space. Even things that are considered trivial. Everything I saw and heard was delightful. I would be very glad to come back one day, it is so pleasant. I love you."

Student at the Perahora Primary School



The School Visits program developed by the SNFCC aims to introduce children to its premises, acquaint them with its philosophy and vision, and educate them on subjects concerning the environment, sustainability, and architecture.

In 2017, 82,773 children from 1,112 schools visited the SNFCC and took part in its custom designed programs for primary and secondary school students.

Children that visit the SNFCC with their parents can also attend courses, workshops and seminars, many of which are specifically designed to include both children with and without disabilities in joint activities.

In 2017, 13,870 children participated in courses and workshops with subjects related to architecture, nature, the arts, science, and technology.

School visits were free to all thanks to the exclusive grant by the Stavros Niarchos Foundation.

82,773
students from
1,112
schools in
2017

13,870
children accompanied by
their families participated
in courses in
2017



Adults & Lifelong Learning

The SNFCC is a space of learning and personal growth for all.

Learning is an ongoing process that does not depend on age but on a person's urge to learn and the educational opportunities offered. To this end, the SNFCC has developed a series of educational workshops for adults of all ages, including persons aged over 65.

In 2017, 6,378 adults participated in educational courses on architecture, nature, the arts, science and technology.

Emphasizing on technology, the SNFCC provided digital skills courses intended for users aged over 65, which were so successful they had to eventually be tripled in numbers. In 2017, 4,060 persons aged over 65 attended these computer courses.

The courses were free to all thanks to the exclusive grant by the Stavros Niarchos Foundation.

Εργαστήριο Υπολογιστών 2 Computer Lab 2



Computer course for persons aged 65+

Global Stage

Ever since its first day of operation, the Stavros Niarchos Foundation Cultural Center has become a reference point in Greece attracting important personalities as well as the attention of the most prestigious media globally. In addition, 2017 was the year that dozens of third-party conferences and international corporate events were hosted at the SNFCC and significant international agreements were signed at its premises. After Barack Obama's visit in November 2016, the SNFCC continued welcoming leaders from around the globe in 2017.



The President of the French Republic, Emmanuel Macron, and the President of Poland, Andrzej Duda, were among the SNFCC's visitors in 2017.



"We're at this wonderful building. Beyond its architectural beauty, beyond the surrounding landscape, it has become the symbol of a new Greek ambition."

Emmanuel Macron,
President of the French Republic, 8 September 2017



The President of Poland, Andrzej Duda, visiting the SNFCC.

Architectural Landmark



In 2017, more than 1,800 free guided tours were organized in Greek and in English at the SNFCC and the Stavros Niarchos Park for more than 32,000 visitors from Greece and abroad.

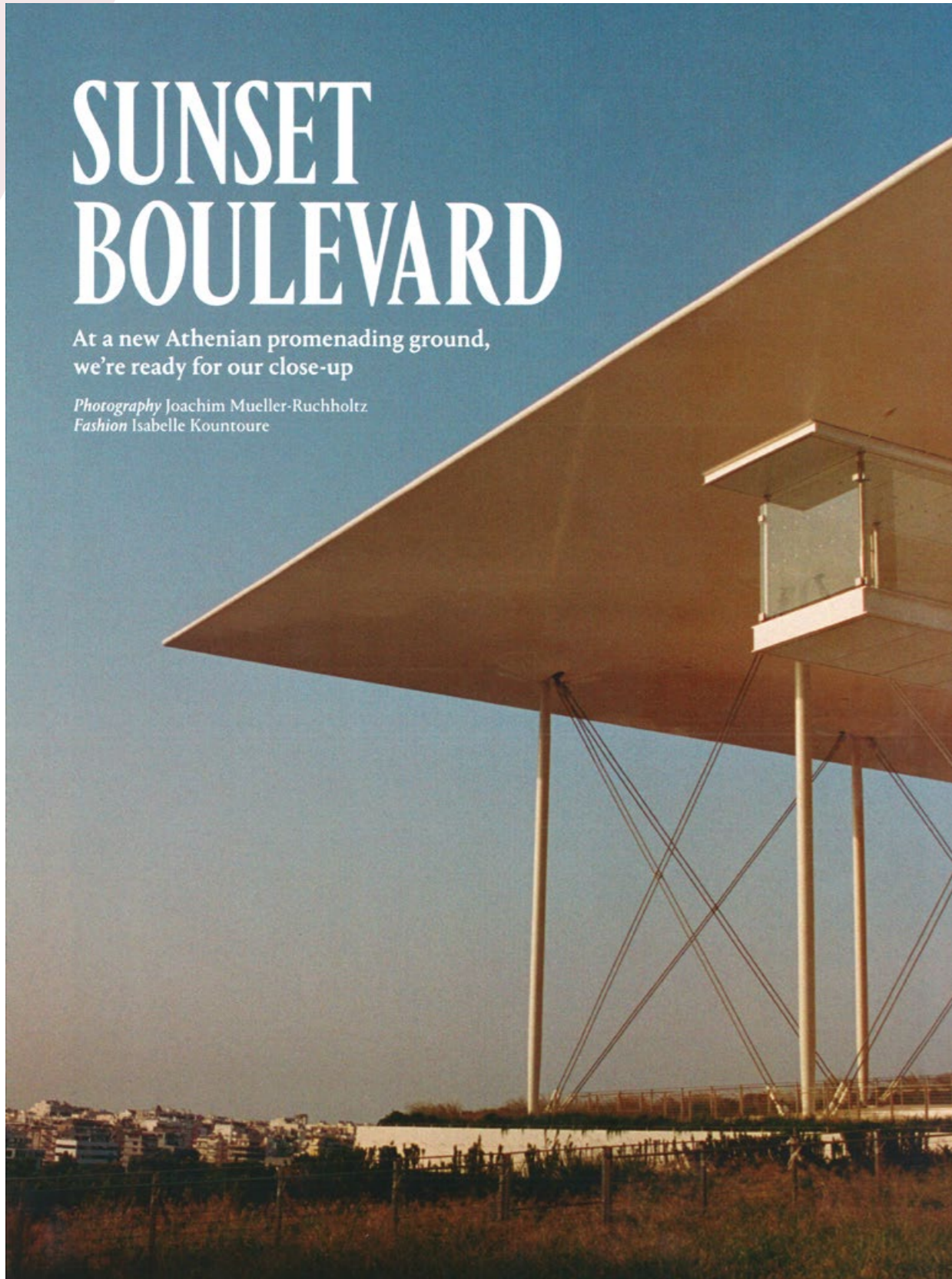
In addition, 105,000 visitors had the opportunity to see the retrospective of the Renzo Piano Building Workshop, the architectural practice whose projects include the SNFCC complex. The exhibition hosted at the Lighthouse showcased Renzo Piano's architectural body of work as well as in-depth insights concerning the construction of the SNFCC itself.



1,800
free guided tours for
32,000
visitors in
2017

International Point of Attraction

Wallpaper* magazine featuring SNFCC



French Madame Figaro magazine featuring SNFCC



The SNFCC has been already identified as one of Athens' major tourist attractions. Tourists can spend an hour or an entire day at the SNFCC, enjoying the architecture and landscape, the breathtaking 360-degree views from the Lighthouse, food, coffee and beverages in one of the venue's multiple F&B spots, the use of the SNFCC Bikes system and the free

International media showed their interest in the SNFCC venture from the very beginning. From the *New York Times* to *Wallpaper** and *Condé Nast Traveler* magazines to various French, Russian, Italian, and American TV stations, to mention just a few, the new Athenian landmark was featured globally in 2017.

In addition, many foreign journalists were invited in collaboration with institutions such as the Greek National Tourism Organization, Marketing Greece, the Municipality of Athens etc. Finally, a pilot collaboration with hop-on hop-off buses was initiated in 2017, as well as with the Athens Mass Transit System (OASA) for a seasonal bus line (X80) catering for cruise ship passengers.

shuttle bus from and to downtown Athens, as well as a multitude of free events, concerts, exhibitions and performances. Furthermore for English-speaking visitors, there are daily architectural and park tours conducted in English, full site signage in English, as well as an English version of the SNFCC's monthly event schedule.

Sustainability Hub

Sustainability has been an integral component and a priority of the Stavros Niarchos Foundation Cultural Center since its original inception by the Stavros Niarchos Foundation and architect Renzo Piano. Culminating in the great Energy Canopy towering over the Greek National Opera, but also reflected in all details of the buildings and the Stavros Niarchos Park, the sustainability imperative at the SNFCC stands out as a new paradigm in the construction, operation and maintenance of public buildings and infrastructure. This concerted effort has already won international recognition as the SNFCC has been awarded with the U.S. Green Building Council's LEED Platinum Certification, the highest international distinction for environmentally conscious and sustainable buildings worldwide.



For more information please refer to the print version (available onsite) or the online edition of the **SNFCC: Sustainability Hub, 2017 Report** on SNFCC.org



Environmental Sustainability Paradigm

In 2017, the SNFCC environmental sustainability infrastructure went in full operation.

- The photovoltaic panels on the Energy Canopy were activated in May, meeting 27.98% of the SNFCC energy consumption needs from June to December 2017.
- The operation of critical systems, such as air conditioning, were optimized to minimize power consumption. Natural gas consumption was reduced by 21% (comparison periods: May to December 2016 and 2017).
- Thanks to proper planning and streamlining, a 23% reduction in irrigation consumption was achieved (comparison periods: April to September 2016 and 2017).
- Recycling programs were introduced, designed for separation of waste at source. 15 different recycling streams were installed.



Sustainable Mobility

Committed to sustainable mobility, the SNFCC fosters a bike culture, encouraging the use of bicycles as a means of transport, exercise and recreation.

- In March 2017, a 75-bike rental service for adults and children was launched;
- A 2.5km bike lane has been created on the perimeter of the SNFCC. It is linked to the Municipality of Kallithea bike lane network and the Athens metro area bike lane network;
- In 2017, a number of bike-related free and open to all activities were scheduled for the public: from seminars and workshops to cycling classes for children and adults of all ages, and from bike rides to free bicycle tune-ups. More than 1,600 adults and children participated in these activities;
- Committed to promoting a more active and green way of life, the Stavros Niarchos Foundation Cultural Center actively participated in the European Mobility Week 2017 (16-22 September) encouraging its visitors to adopt environmentally, socially, and financially sustainable mobility practices, both for people and goods;
- There are secure bicycle parking racks in various SNFCC locations for those who opt to arrive by bike.



SHUTTLE BUS

The SNFCC is committed to its visitors increased use of public transportation. In the meantime, given that there was no fixed-route means of transport accessing the SNFCC from downtown Athens, a free shuttle bus service was provided on the Syntagma Square - Fix Metro Station - SNFCC route, which served 90,000 passengers. This was made possible thanks to the exclusive grant by the Stavros Niarchos Foundation.

SUSTAINABLE TRANSPORTATION FOR ALL

Ever since its first year of operation, the SNFCC has been established as a metropolitan destination. In 2017, it welcomed more than 3 million visits. Committed to enhancing sustainable transportation, the organization supports any investment in public transportation, with particular emphasis on fixed-route transit services. The requirements for setting up a metro station close to the SNFCC complex are being explored, in collaboration with all relevant authorities.

Meanwhile:

- In collaboration with the Athens Mass Transit System (OASA), a bus stop was installed within the SNFCC premises, serving seasonal line X80 as a pilot project.
- In 2017, a traffic study funded by the Stavros Niarchos Foundation has already been approved by the relevant public administration departments and the Kallithea Municipal Council.

Over
39,000
 bike rentals
74,100
 hours of cycling
25 million
 calories burned
25 tons
 of CO₂ not emitted in
2017

Commercial Operation Development

In 2017, the Stavros Niarchos Foundation Cultural Center commenced its commercial operation in five different sectors: venue hiring, food and beverage service points, the SNFCC Store, parking services, and bike-rental services, thus contributing to the organization's financial sustainability.

207
venue hires
123
events and conferences
32,283
third-party event attendees in
2017

VENUE HIRING

In March 2017, the SNFCC commenced its venue hiring services by hosting conferences, cultural, corporate and social events at multiple indoor and outdoor locations within its premises. Even though it was its first year of full operation, the SNFCC hosted 123 third-party events, including: TEDxAthens, IFLA President's Meeting (International Federation of Library Associations and Institutions), the 13th European Sociological Association (ESA) Conference, and the No Finish Line charity race.

TEDx
Athens



SNFCC STORE

The SNFCC Store opened in June 2017 and by the end of the year, it had welcomed more than 14,500 customers.

Commercial Operation Development



BIKE RENTAL SERVICES

In March 2107, a 75-bike rental service for adults and children was launched by the SNFCC at five stations. By the end of the year, there were more than 39,000 bike rentals and more than 13,500 new subscribers. For more information regarding the SNFCC Bikes system, please refer to pages 44-45.

FOOD & BEVERAGE SERVICES

In 2017, six food & beverage service points opened at the SNFCC premises, operating 365 days a year:

- Agora Bistro
- Canal Café
- Pharos Café
- Park Kiosk
- Vans on Tours
- Opera Bars at the Greek National Opera foyer.

PARKING SERVICES

The SNFCC parking facilities' commercial operation commenced in September 2017 with affordable rates for visitors and a special policy for the staff. The parking space can accommodate 964 vehicles on four levels; it has four entrances, four exits, and seven payment machines.



Administation & Management

A DYNAMIC TEAM

In 2017, SNFCC S.A.'s permanent staff was 41 people. It is a young, highly skilled and diverse team with significant experience in the private and the nonprofit sectors in Greece and abroad.

- Athina Alexopoulou, Assistant Accountant
- Michalis Andreadis, Chief Financial Officer
- Stella Athanasiou, Technical Assistant
- Athena Balopoulou, Digital Media Manager
- Kostas Bourdakos, Deputy Facilities Manager
- Christina Coveou, Membership Program Officer
- Konstantinos Demenagas, Chief Operating Officer
- Elli Gardiki, Communication Manager
- Konstantinos Giannatos, Business Development Manager
- Alexandros Hondros, Technical Officer
- George Hozos, Facilities Manager
- Maria Kagia, Assistant Accountant
- Evi Kaisari, School Visits Program Officer
- Dimitra Kalantoni, Rentals Officer, Team Leader
- Ioannis Karadimitropoulos, ICT Infrastructure Manager
- Dimitris Karmaniolas, Technical Officer
- Sarah Kostala, Deputy Security Manager
- Dionisis Kottaridis, ICT Security Manager
- Kleopatra Koutra, Legal Counsel
- George Liakeas, Deputy Facilities Manager
- Athanasia Liveri, Security Officer
- Christina Magiria, Assistant Legal Counsel
- Katerina Markadakis, Rentals Officer
- Nikos Pantelias, Security Officer
- Elpidoforos Pappas, Deputy Chief Operating Officer
- Alexandros Parasidis, Visitors Experience Officer
- Maria Pavlidi, Programming and Production Officer
- Dimitris Protopsaltou, Chief Executive Officer
- Alexandros Soumplis, Chief Technology Officer
- Stavros Stavropoulos, Security Manager
- Xenia Taktikou, Administrative Support
- Gabriella Triantafyllis, Programming and Production Director
- Maria Tzavara, Accounting Manager
- Christina Vasilikou, Visitors Experience Manager
- Maria Vergi, Visitors Experience Officer
- Konstantinos Vlachogeorgis, Financial Controller
- Niki Xenou, Programming and Production Officer
- Nicholas Yatromanolakis, Marketing Manager
- Miyon Yoo, Park and Landscaping Manager
- Natassa Zacharioudaki, Business Development Deputy Manager
- Lila Zompouli, Human Resources Officer

56%
women

37
average age

73%
holds a post-graduate or
doctorate degree

BOARD OF DIRECTORS

The SNFCC S.A. Board of Directors between

01/01 – 28/02/2017

was appointed by the SNF:

- George Agouridis, President
- Vasili Tsamis, Vice President
- Christina Lambropoulou, Managing Director
- Theodore Maravelias, Member
- Stelios Vasilakis, Member

Following the SNFCC's delivery to the Greek State, on

28/02/2017

the new Board of Directors was elected.

Its members were appointed by the Greek State as stipulated by law. One of its members was appointed based on the recommendation by the Greek National Opera, and another one was appointed based on the recommendation by the National Library of Greece. The Mayor of Kallithea is an ex officio member.

- George Kimoulis, President (from 28/02/2017 to 16/03/2017)
- Nikos Manolopoulos, Managing Director (also presiding from 16/03/2017 to 31/12/2017)
- Tina Stea, Member
- Andreas Notaras, Member
- Dimitris Karnavos, Ex Officio Member, Mayor of Kallithea
- Giorgos Koumendakis, Member, representing the Greek National Opera
- Dimitris Dimitropoulos, Member, representing the National Library of Greece



Recharging the Youth

105
interns at the SNFCC in
2017
thanks to an exclusive grant
by the SNF
25 of which participated
with no academic
prerequisites

100
volunteers participated in the
SNFCC programs in
2017



Thanks to the exclusive grant by the Stavros Niarchos Foundation and its initiative Recharging the Youth, the Stavros Niarchos Foundation Cultural Center offers six-month paid internships to applicants aged 18 to 35.

The internship program encompasses all aspects of the SNFCC manifold operation, offering valuable experience in its multiple cultural and social activities.

The Stavros Niarchos Foundation Recharging the Youth initiative aims to create new employment and skill-building opportunities for Greece's younger generations, which are severely impacted by the country's critically high unemployment rate.



FOSTERING VALUES & CREATING EXPERIENCES

In 2017, a pilot program for volunteers was launched at the Stavros Niarchos Foundation Cultural Center in collaboration with the Ethelon organization. Aiming to showcase and promote volunteering, the program offered skill-building opportunities, new experiences and the chance for volunteers to learn from the organization's day to day operation.

Membership Program

The SNFCC Membership Program contributes to the organization's future sustainability, both in terms of financial support as well as through the development of a network of citizens that support the Stavros Niarchos Foundation Cultural Center's operation and the values it represents.



Διάλεξε τη συνδρομή που σου ταιριάζει και απόλαυσε μοναδικά προνόμια!
Select the membership that suits you and enjoy unique benefits!



Member



Young



Senior



The arts, culture, sports, and recreational activities are a means of community building and quality of life improvement. They can contribute to our educational system, support the economy, and add to our country's overall skills.

Our Members, by supporting the Stavros Niarchos Foundation Cultural Center, the National Library of Greece, the Greek National Opera, and the Stavros Niarchos Park, offer precious contribution to the development of a public space, open and fully accessible to all, as well as to a national-scale project fostering environmental sustainability, cultural production and social cohesion.

Furthermore, our Membership Program offers its Members exclusive experiences and benefits and cultivates a special relationship with them.

In 2017 the Membership Program was funded through an exclusive grant by the Stavros Niarchos Foundation.

International Awards

Ever since its construction, the SNFCC has received numerous prestigious awards, the most important of which include (non-exhaustive list of awards received until 31/12/2017):

- LEED Platinum Certification, 2016
- Most Innovative Leisure & Entertainment Facility, 2017 InAVation Awards
- International Project of the Year, 2016 Building Awards
- Best Project – Cultural, 2016 ENR Global Best Projects Awards
- Merit, 2016 International Safety Awards, British Safety Council
- Award for Arts/Entertainment Structures, 2016 Structural Awards, Institute of Structural Engineers
- European Solar Prize 2017, EUROSOLAR

The present report outlines the SNFCC's vision, strategy, events and activities in 2017.

The financial statements have already been uploaded on the organization's site, SNFCC.org



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Exclusive donor:



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STAVROS NIARCHOS FOUNDATION