



CITY OF ATHENS



Redefining the city Athens Resilience Strategy for 2030

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100

RESILIENT CITIES



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Executive Summary

Executive Summary



Executive Summary

The City of Athens, a venerable yet intricate city of near 700,000 residents, part of a 3.75 million people metropolis, is for several years now facing a serious socio-economic crisis. Through concerted efforts, the city has managed to survive, to adapt and to transform into a more creative and collaborative city. The struggle is by no means over. This last year, calling on the insights and expertise of hundreds of stakeholders, from opinion leaders and academics to women migrants and the homeless, the city drafted its Resilience Strategy. This is a set of practicable actions which first of all strengthen and scales up what has made our city stronger: formal and informal networks and alliances. Athens Resilience Strategy offers a set of new integrated ways to prepare and protect our most vulnerable from future shocks and stresses that the city will face.

Boosting the city's resilience means creating new as well as revitalizing existing open and green public spaces. This is vital for our densely built and populated city, threatened by both intense heat (climate change) and earthquakes. The city needs to become more forward thinking and proactive, turning its challenges into resources (vacant buildings, newly arrived refugee and migrant populations, energy and waste). Around such resources it will build capacity and start to develop economies that, together with tourism and the creative sector, will generate the city's future. Finally the city will strengthen its government, through becoming more transparent and accountable, opening streams of communication, creating a digital agenda and innovation strategy.

This work does not stand alone; it is supported by several documents that have been instigated by or produced in alliance with the city's resilience journey. The first one came out of the 100RC Athens Network Exchange in September 2016 under the title "Global Migration: Resilient Cities at the Forefront," and the second is a set of policy proposals "Advancing Equity for Athens' Resilience" created for the city by Transatlantic Policy Lab program as a 100RC offering and funded by the Bertelsmann Foundation. Finally the Athens Climate Change Adaptation and Mitigation Action plan was produced through a unique collaboration between C40 and 100RC. These two documents together with the existing Athens strategic and operational plans, frame this resilience strategy.

The resilience strategy is framed by four pillars, 65 actions and 53 supporting actions.

Open city: The City of Athens will achieve effective and efficient governance and manage to communicate and collaborate better with its residents by fostering data driven policy making and accountability. The city

aims at becoming more transparent and accountable, streamlining the city's processes and fostering collaboration and engagement

Green city: We need nature in Athens. The city of the future will meet our human need for proximity to nature and be able to withstand climate change and environmental challenges. The city aims at integrating natural systems into the urban fabric, making our city cleaner, promoting sustainable mobility and co-creating public spaces, fostering sustainable food systems and establishing sustainable and equitable energy system.

Proactive city: Athens will streamline and up-scale its best 'survival' skills, and through planning and communication, it will create trustworthy and a safe environment for its people. The city wants to enhance planning in the face of serious challenges, empower the municipal representatives as well as the voice of the local community and engage with the neighborhoods

Vibrant city: Athens will nurture and develop its assets in order to promote well-being, creativity, entrepreneurship and a new, inclusive, and exciting identity. The city aims at enhancing the city's identity and promoting new types of belonging as well as maximizing existing city assets and supporting employment.



Letter from Mayor of Athens, Georgios Kaminis



Dear friends,

I am proud to present to you the Athens' Resilience Strategy, a cohesive strategic plan for 2030, with a vision, measurable goals and prioritized actions, that provides a new way of thinking on how to expand Athens' robustness, flexibility and inclusiveness.

In tandem with cities all over the world, following the guidelines and guidance set by the international urban network 100 Resilient Cities, this resilience strategy was designed in collaboration with a wide spectrum of Athenian stakeholders from academic institutions, the public and private sectors as well as from civil society.

It provides a dynamic roadmap that, in dialogue with the strategies and action plans currently in place for our city, includes and guides our efforts today, but also articulates our city's future challenges providing solutions for tomorrow's municipal leaders and residents. This plan acknowledges that we need everyone to be involved in the design and implementation of long-term interventions that will build the resilience of this metropolitan capital.

It is the people of Athens that have been and will be the key to the resilience of their city. Their agility and tenacity have been crucial every time that a disaster hits our city. It is with the assistance of the Athenians that we managed to support the most vulnerable of our populations during the hard last seven years of economic recession and the recent large refugee flows. As it is through broad collaborations and synergies we formed with local and international networks, organizations and institutions that we were able to keep this city on its feet.

But we have to look to the future in order to be effective today. The Athens' Resilience Strategy is a forward thinking strategic intervention that aims at building an open, green, proactive and vibrant city by 2030.

Creating a resilient Athens will be difficult and it will take time. But I believe we need to do it and we can do it, together, starting now.

Letter from the President of 100 Resilient Cities, Michael Berkowitz



On behalf of the entire 100 Resilient Cities family, I want to congratulate Mayor Kaminis, the City of Athens, and Chief Resilience Officer Eleni Myrivili on the release of “Athens 2030,” the city’s Resilience Strategy, a major milestone for the city and 100RC’s partnership with it.

Steeped in an ancient and storied past, Athens stands at the crossroads of the challenges and opportunities of the present. It has experienced several extreme transformations throughout its history, from serving as the cradle of democracy and western civilization in antiquity, to fading into an Ottoman outpost of only 5000 people in the 19th century, to emerging as the dynamic and densely populated metropolis it is today. As Athens continues its recovery from the economic crisis and subsequent austerity measures, and the sudden influx of migrants and refugees, it is poised to shape its future from the opportunities presented by its challenges. This Strategy provides the city a framework for actions that ensure this is a future in which Athens not only survives but thrives.

With “Athens 2030,” the city has set itself on a course to form meaningful urban resilience through plans that account for the city’s entire urban ecosystem. It addresses not only the city’s shocks, such as earthquakes, and civil unrest, but its chronic stresses, such as heat waves, homelessness, poor air quality, long-term unemployment, and other continuous pressures that erode the urban fabric and exacerbate the major shocks when those do occur.

The city stands at the forefront of many challenges faced by the rest of Europe, and beyond. As it implements the Strategy and its integrated inter-systemic solutions, it can serve as a model to others. The Strategy’s four pillars -- Open city, Proactive city, Green city, Vibrant city -- present a holistic framework with interventions that maximize the

city’s assets and provide multiple benefits, like utilizing abandoned buildings to accommodate vulnerable populations, such as refugees and the homeless; or like creating green and cultural corridors to reclaim much needed green public space, reduce noise and unrest, mitigate the heat island effect, and foster further social cohesion by placing the citizen at the forefront. Many other such comprehensive projects abound.

Through the commitment and hard work of CRO Myrivili and her team, the Strategy provides an ambitious but practicable program and reflects the diversity of voices and communities engaged during its development. It also reflects the active role Athens has already played in our network, not least by hosting and leading a 100RC city exchange on migration late last year. The lessons and collaborations that formed during that exchange continue to lead to groundbreaking work and policy.

This Strategy reflects months of effort and tireless leadership, but in many ways the hard work is just beginning as the city sets forth on implementation. We are excited to see Athens continue to form a bridge between its rich past and the most important issues of the present and future as it does so. We are eager to continue the next stage of our partnership and collaborate in the implementation of this groundbreaking Strategy that will help ensure a resilient future for Athens and propel the resilience effort worldwide.

Letter from CRO, Eleni Myrivili



The Athens' Resilience Strategy marks an important moment in the history of the city. It is the first strategy that equips our city with new ways of thinking of and dealing with the chronic stresses and the acute shocks that we are likely to experience. The problems that cities face in the 21st century can no longer be dealt with the old solutions and tools. Urban Resilience is about facing and learning to adapt to hard challenges in ways that look towards the future. It's about being able to shift our point of view, redefine our goals and develop skills that make us stronger. Resilience is all about dynamic transformation. Athens has survived and is still adapting to a lot of adversity. We still need however to find ways to do it better. To see our challenges as opportunities that can make us thrive in the near future. This is why this is a strategy with its eyes on 2030.

This Resilience Strategy has been created through collaborations and many hours of listening to a broad range of individuals and organizations. For Athens, resilience has been achieved and will always be about building connections between people and breaking down silos between administrative departments, different levels of governance, the public and private sectors, civil society and academic institutions. These connections can stimulate not only thought but also action. It is with the help, knowledge, insight and the dedicated time of many Athenians, that we managed to co-design specific goals and clear, actionable steps that facilitate effective implementation. We would like to acknowledge and sincerely thank all of you for your generosity of thought and all of your input.

But designing, building and acting have feeble results if there is no clear vision. This Strategy has gathered diverse images of the city's future and articulates a concise vision. We see a city that in 2030 is open, green, proactive and vibrant. This can be reached through eco-

social policies that elevate the role of local government and give it its rightful place as a major player in economic development and employment services, social welfare and environmental adaptation and resilience, and clean-tech and technological innovation.

The strategy alone will not achieve this vision. Publishing and disseminating it, continuing to shape it with the people of the municipality and our communities, and getting individuals and organizations actively involved, is what will keep it alive and relevant.

An Open Invitation

This invitation goes out to everyone committed to helping to protect and improve the lives of all Athenians. Help us strengthen the city as it prepares for the future.

Individuals, community groups, institutions and private businesses, let us know new ways of thinking or doing things for the city; tell us about projects that can transform it; work with us to implement resilience actions that inspire you.

Resilience is about being prepared for and open to, change and transformation. This is not a fixed strategy: our world is changing too fast. What our strategy provides is a framework that demonstrates while embedding the logic of resilience in policy-making. We're all in this together.

Introduction



Why a Resilience Strategy?

Like many cities around the world, Athens is adjusting to the challenges of the 21st century. Hyper-connected economies are radically changing patterns in world markets and employment; the effects of climate change are increasingly apparent; social, ethnic and health inequalities are deepening; resources are becoming scarcer while consumption is growing; and authoritarianism and/or ethno-national movements are on the rise. Urban communities and economies will have to develop tools and skills that will help them survive, adapt and thrive in the face of multiple and unpredictable disruptions.

Athens has experienced significant shocks during the recent past, that exposed the weaknesses of the city and the long-term stresses underlying them. The socio-economic crisis laid bare the failings and limitations within the city. It also revealed the city's essential strengths, hidden resources and talents. The question is - how can Athens reflect, learn and proactively put in place resourceful, robust and inclusive systems that not only deal with current difficulties and shortcomings but also transform the city and make it strong and successful for a future that will bring new challenges?

The declining incomes, growing personal debt, and high real estate taxes, coupled with austerity measures that drove cuts in social services, hit our most vulnerable populations the hardest. Unprecedented levels of unemployment, poverty and homelessness grew in our city, exposing our lack of preparation, together with the pressing need to have systems in place able to provide for the basic needs of the most exposed. The City of Athens rose to the challenge: through partnerships with NGOs and the private sector we built and are still building a robust system for critical relief and social services as well as a rationalized system of data collection and logistics. Moving forward, such partnerships, no less than such data collection and development systems, should be scaled-up and replicated horizontally in city government, leading to an open and vibrant city where data based decision making, transparency and accountability.

Climate change is increasing the risk of extreme events, undermining many assumptions we have been using to plan and develop our city. There is insufficient climate protection of existing buildings, while, in the vast majority, public works and new building construction disregard local climate conditions. In addition, the lack of updated legislation on energy and environmental protection for buildings and other urban infrastructure, have contributed to an increase in the urban heat island effect, the social and economic decline and desolation of the city center, the socio-economic squeeze of the lower income brackets, as well as pushing 23% of our residents into energy poverty. The Athens Climate Change Adaptation and Mitigation Action Plans, an outcome of our collaboration with the C40 Cities Climate Leadership Group, are a fundamental part of this Resilience Strategy. They outline concrete steps for improving the urban quality of life in the face of increasing temperatures, flash floods and bad air quality. Climate change resilience should pervade all city's decisions and policies; it should become embedded in the administrations economic logic and reflexes.

Other examples of challenges for Athens are:

- Sharp decline in the population
- Large influx of refugees
- Increasingly aging infrastructure
- Threat of earthquakes, violence, and civil unrest
- Fragmented government structure and overlapping jurisdictions.

The Resilience Strategy paves the way for a city that is proactive, setting forth concrete actions that address issues of maintenance, safety, efficiency and accountability, crisis preparedness and management.

The large flows of refugees through our city, in numbers that exceeded the total number of our residents during 2015 and 2016, intensified the pressures on our social services and critical relief activities. This influx increased the pressure on our waste management system, the demand for social housing, and highlighted the lack of existing integration programs. Nevertheless, the refugees present an opportunity vital for the city.

The austerity driven budget cuts to local governments and thus public works, revealed our aging infrastructure and the need to put into place robust maintenance programs and long term integrated planning.

The Athens earthquake of 1999 revealed the city's lack of preparedness. This is a significant challenge as Greece is considered a country that has the 6th highest seismic activity level in the world. A set of resilience building actions address our built environment in an integrated and proactive way, linking this weakness to dynamic development and urban transformation projects.

Violence and civil unrest have also been changing the urban landscape during the socio-economic crisis, and there is long standing need for new perspectives that can keep the city safe.

Last but not least, long standing problems of Athens directly related to urban planning, public transportation and urban mobility, air quality and the city's green and blue infrastructures, are significant to planning and implementing resilience on a metropolitan scale.

The Athens Resilience Strategy, developed with the support of 100 Resilient Cities - Pioneered by the Rockefeller Foundation -, presents a series of distinct yet connected actions with a clear vision of how the city can best cope with the increasing interdependency of shocks and stresses. It links new resilience-building actions with existing efforts, and relies heavily on our urban communities, who proved effective and resilient during times of crisis.

Urban resilience and 100 Resilient Cities

The Rockefeller Foundation pioneered the 100RC initiative in response to the trends of urbanization, globalization and climate change.

Definition of resilience

100RC defines urban resilience as the capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience.

As cities grow larger, the likely consequences of unexpected events are ever greater for individual cities. Cities are also more numerous and increasingly interdependent, meaning

the effects of events in one place can be felt around the world. Meanwhile, climate change increased the likelihood of great numbers of catastrophic events happening.



Chronic Stresses

Challenges that weaken the fabric of a city on a day-to-day or cyclical basis. Examples include sea level rise, increasing pressures on healthcare services, unemployment, and deeper social inequality.



Acute Shocks

Sudden events that threaten a city. Examples include earthquakes, heat-waves, flash-floods, and cyber attacks.

Athens' resilience challenges

Each city's resilience journey begins with a diagnostic assessment that delineates its own significant challenges. Through several months of interviewing and engaging people from different Athenian communities, including that of the academic and administrative experts on natural and man-made disasters, Resilient Athens prioritized the following shocks and stresses as the most important for our city.

Acute Shocks



Shock #1: Earthquakes

Over 30% of buildings in the City of Athens were constructed before the first building code for earthquake protection, a serious vulnerability in a country with the 6th highest seismic activity level in the world. The city's urban environment is densely populated, streets are narrow, public open spaces are few, and the building stock is aging (only a small part of it has been evaluated and fortified against earthquakes). The city is unprepared to confront another serious seismic event.

The Athens September 7th, 1999 earthquake

- **5.9** on the Richter scale
- **138** people died,
- **74,053** houses were completely or partially destroyed (homes for **209,842** people)
- **8,388** enterprises were completely or partially destroyed (**850** closed permanently)
- The total number of people affected was estimated at **100,000**



Shock #2: Climate Change related Shocks (Heat waves, flash floods, poor air quality)

Climate change scenarios indicate that extreme heat events are expected to typify the city's future. Between 2021 and 2050, average summer temperatures in Athens are projected to increase by 2°C; between 2071 and 2100 the projected increase goes up to 4°C. We are already observing a gradual increase in the length and level of high temperatures as well as the frequency and intensity of heat waves and other related phenomena such as flash floods and bad air quality. The Athenian Urban Heat Island, intensified by the rising heat, exhibits severe temperature differences reaching 6°C, 7°C even 10°C between the city center and its suburbs. The density, anarchy and bad quality of our built urban fabric, as well as the lack of green open spaces are the main culprits.

For every 1°C temperature increase in Athens

- **5.2%** increase in mortality rates for the period 2000-2012 (for Tdaily,MAX>31.5°C)
- **6%** increase in smog for Tdaily,MAX>22°C (correlated to asthma and respiratory illnesses)
- **10%** drop in sales at cities (for Athens at Tdaily,MAX>36°C)
- **4.1%** increase in the use of electricity in the city

The Athens July 21st, 1987, and a lethal heatwave

- Lasting almost **10 days**,
- **2,000** heat related deaths.
- Tdaily,max= **41-44°C**, Tnight,min>28°C (for 10 days long)
- **2960** heat-related admissions recorded in hospitals
- **31%** fatalities among admitted cases



Shock #3: Civil Unrest

Demonstrations take place in Athens almost on a daily basis, and are organized by labor unions, political parties, anti-authoritarian groups, student groups, and other collectivities. These demonstrations vary in size and intensity but they always take place in the city center. In some cases they become violent riots that can last for several days. They exert extraordinary pressures on the city's daily functions, logistics and infrastructures. Under the ongoing conditions of socio-economic crisis, the city often feels like a pressure cooker.

During the period 2011-2015, throughout Greece 27,103 demonstrations were organized, averaging 15 per day.

28-29 June 2011, 35 damaged businesses, cost **500.000€**

19-20 October 2011, 62 damaged businesses, cost **400.000€**

12 February 2012, 200 damaged businesses, cost **70.000.000€**

Municipal Cleaning service of Athens collected:

12 February 2012: **40 tonnes** pieces of marble and rocks

6 December 2014: **50 tonnes** of rocks



Shock #4: Cybercrime

Cybercrime in Greece is a rising challenge. The City of Athens is at the center of many operational decision making procedures while also hosting several critical infrastructures and public utility networks. It is therefore a high-risk target for cyber attacks. According to the National Intelligence Service and specifically the National Authority Against Electronic Attacks (NAAEA), 2016 was one of the worst years for cyber-attacks in Greece and worldwide. These attacks are advanced and sophisticated, mostly targeting governmental databases and websites. The City of Athens is in close collaboration with these agencies to prepare a robust prevention plan against such attacks. The Greek Cybercrime Center (GCC) is part of an emerging coordinated European effort, which has the capacity to significantly improve education and research in the newly growing area of cybercrime.

Online behavioral patterns

According to Eurostat, in 2014, **49%** of the Greek population used the Internet every day, while in 2005, the daily usage of the Internet was only up to **11%**. Greek internet users have the lowest level (**37%**) of confidence (Eurobarometer 390 / Wave EB77.2 - TNS Opinion & Social) in using the internet for things like online banking or buying things online and a very high percentage (**81%**) of believing that their online personal information is not kept secure by public authorities.

Chronic Stresses



Stress #1: Depressed Macroeconomic Conditions

Since 2009, Greece has been in recession, with depressed macroeconomic conditions and severe cuts in social and public services. High unemployment has been the worst of its consequences. According to the Hellenic Statistical Authority, in January 2017 the Attica region unemployment rate was 22.7%.

In an economy that has shrunk by 25% since the beginning of the crisis, poverty and homelessness are rising, and so are taxes and private debt - at 222 billion euros in 2016. Many Athenians are struggling with delinquent loans (31.75 of all housing loans) and the threat of home repossessions.



Stress #2: Aging Infrastructure

Many buildings in Athens are of very poor quality, have unsafe structural elements, and are not energy efficient. They do not comply with the regulatory guidelines for the Greek Building Code and their increasing energy demands add to the city's greenhouse gas emissions and energy poverty rates. Beyond our building stock, all infrastructures in Athens are suffering from lack of proper maintenance, lack of proactive long term planning, lack of data and data driven policies. The economic recession (including a 60% municipal budget cut since 2011), has exacerbated the problem: our roads, pavements, parks, playgrounds, facades, garbage bins, etc., are openly showing their deterioration, their age and scars.



Stress #3: Migration

By the end of 2016 about 60.000 newcomers - refugees and immigrants - were recorded as living in Greece. Around 20.000 of them are currently living in Athens: half of them are Syrians while others come from Afghanistan, Palestine, Iran and Kurdistan. All of them (nearly 97%) arrived through Turkey and only 8% of them are willing to stay in Greece. Since 2015 over a million people crossed through Greek territories on their way to a better and safer life in the European Union. The initial shock has become a stress for the city neighborhood and systems that are struggling with unemployment, poverty, budget cuts and aging infrastructures.



Stress #4: Mistrust

During 2016, the Greek Ombudsman issued a report analyzing the widely spread feeling of mistrust between citizens and public services. This is only a small aspect of the large phenomenon of mistrust that Athenians have towards all levels of government, administrative or elected. This is the outcome of centuries of political partisanship and mismanagement of resources, corruption and clientelism, lack of transparency and accountability. Unfortunately mistrust, pervasive and insidious, keeps undermining a lot of worthy effort.

About 100RC

100 Resilient Cities (100RC), pioneered by the Rockefeller Foundation, is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations.

Cities in the 100RC network are provided with the resources necessary to develop a roadmap to resilience along four main pathways:

1. Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer, who will lead the city's resilience efforts,
2. Expert support for development of a robust resilience strategy,
3. Access to solutions, service providers, and partners from the private, public and NGO sectors who can help them develop and implement their resilience strategies, and
4. Membership of a global network of member cities who can learn from and help each other.

Through these actions, 100RC aims not only to help individual cities become more resilient, but will facilitate the building of a global practice of resilience among governments, NGOs, the private sector, and individual citizens.

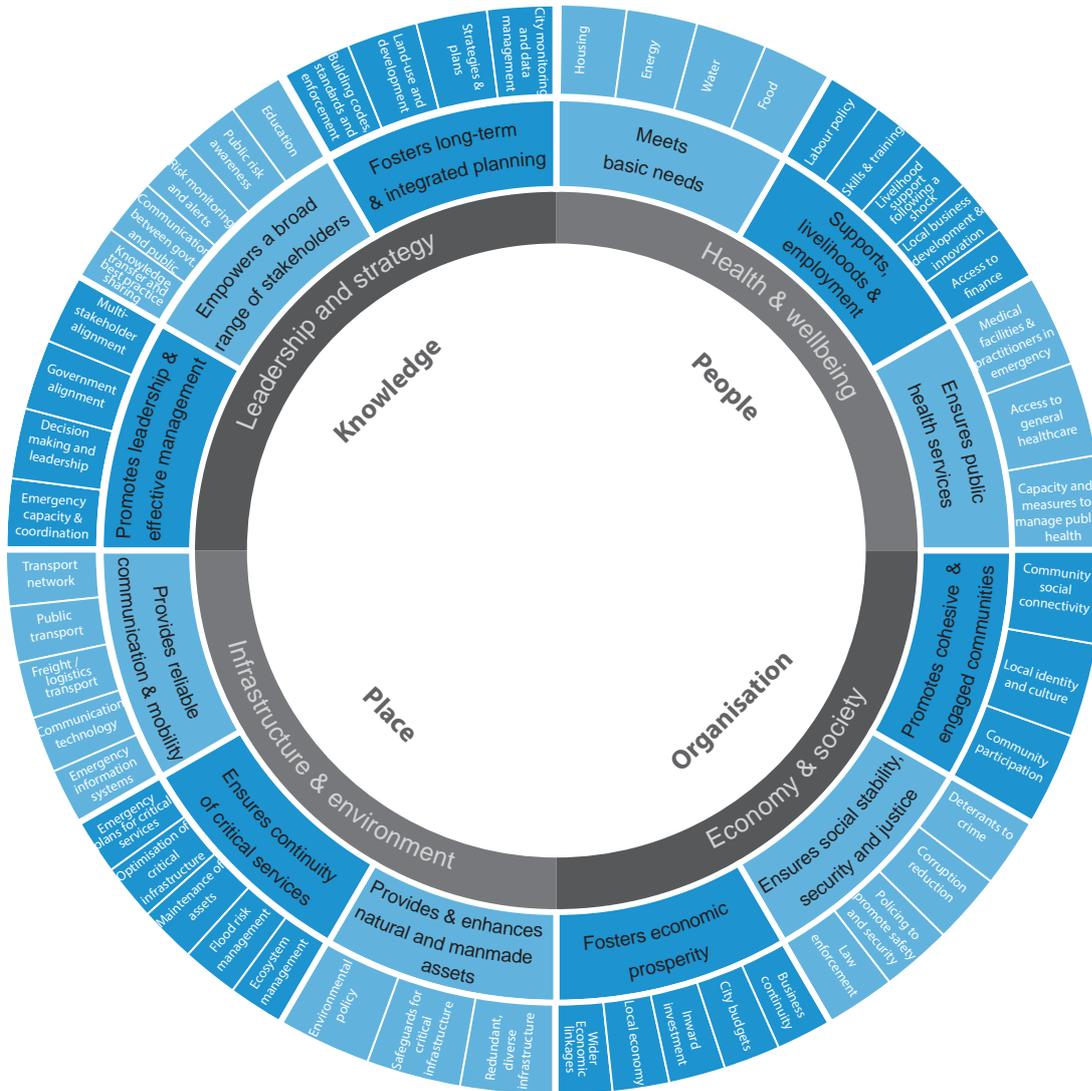


100 Resilient Cities Network

City Resilience Framework

The 100RC program uses a framework – developed by Arup and the Rockefeller Foundation - called the City Resilience Framework (CRF). The CRF acts as a lens that breaks down the complexity of city systems and analyses

their specific function in the drivers that contribute to city resilience. The framework is made up of four main dimensions and 12 drivers that together illustrate what makes a resilient city.



City Resilience Index (Arup and Rockefeller Foundation, 2014)

Qualities

A resilient city also exhibits seven qualities, which should be evident in the way the city – or any system, function or asset within the city – operates. These are:

- | | | | | | | |
|---|---|--|--|---|---|--|
| <p>Reflective</p>  <p>Using past experience to inform future decisions</p> | <p>Resourceful</p>  <p>Recognizing alternative ways to use resources</p> | <p>Inclusive</p>  <p>Prioritize broad consultation to create sense of shared ownership in decision making</p> | <p>Integrated</p>  <p>Bring together a range of distinct systems and institutions</p> | <p>Robust</p>  <p>Well-conceived, constructed, and managed systems</p> | <p>Redundant</p>  <p>Spare capacity purposely created to accommodate disruption</p> | <p>Flexible</p>  <p>Willingness, ability to adopt alternatives strategies in response to changing circumstances</p> |
|---|---|--|--|---|---|--|

Vision for a Resilient Athens



By 2030 Athens strives to be a responsive, embracing and inspirational city, that is proud, green and citizen-led. We nurture creativity and innovation, creating prototypes of belonging, bridging history and progress. Athens is a city that listens and speaks with the world.

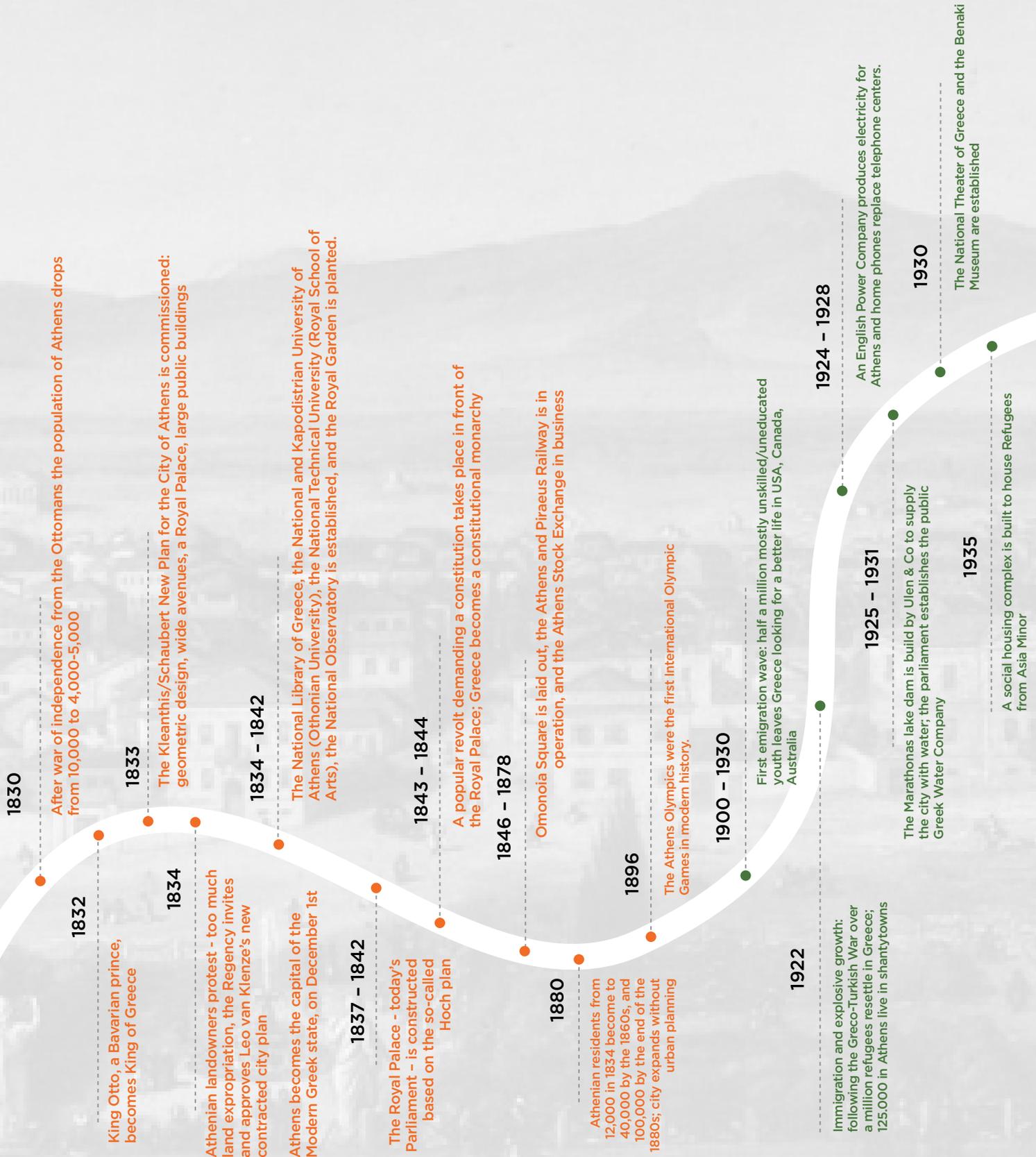


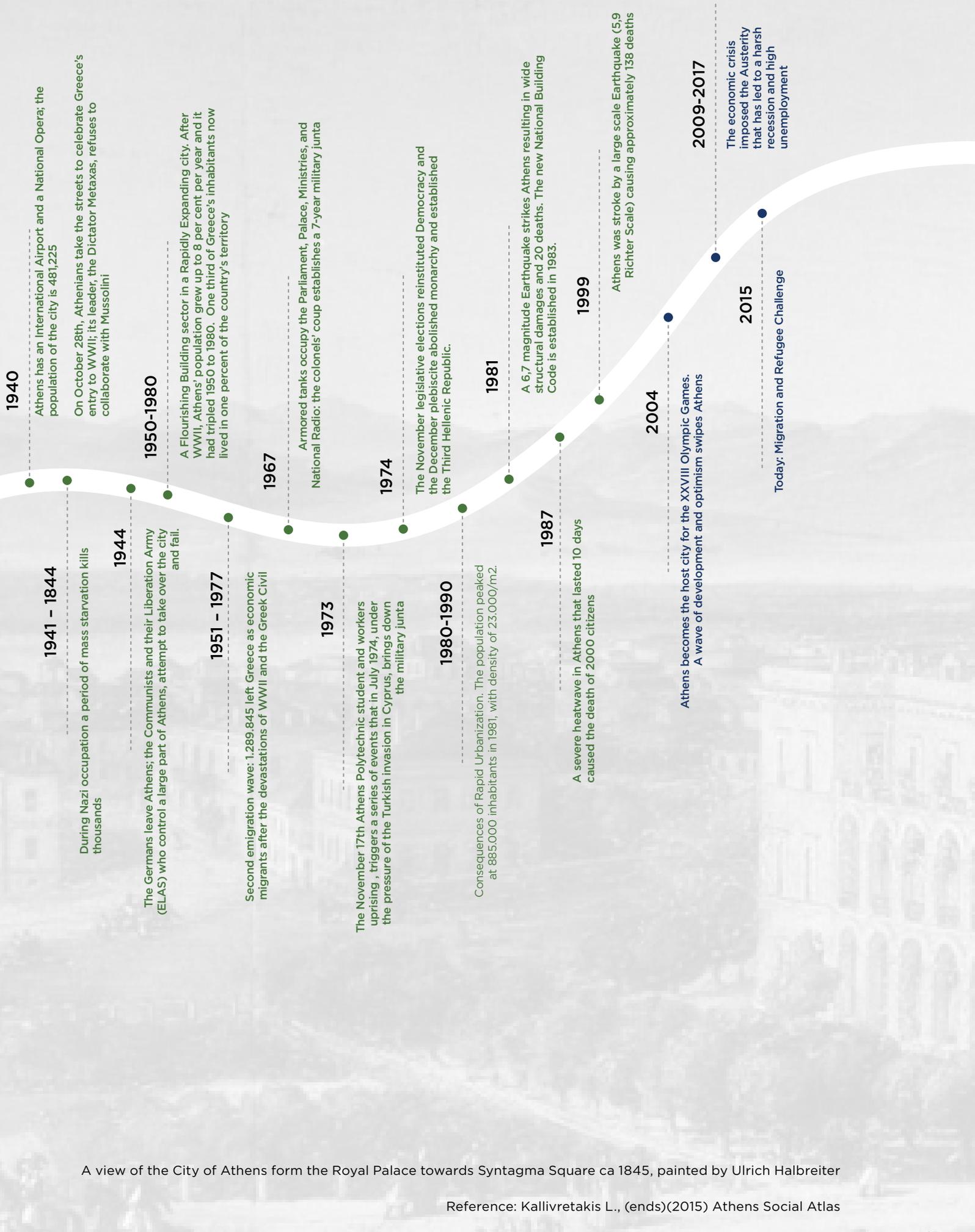
Athens and Resilience



A short genealogy

The City of Athens, on and around the Acropolis, has been continuously inhabited for over 7000 years.





1940

Athens has an International Airport and a National Opera; the population of the city is 481,225

On October 28th, Athenians take the streets to celebrate Greece's entry to WWII; its leader, the Dictator Metaxas, refuses to collaborate with Mussolini

1950-1980

A Flourishing Building sector in a Rapidly Expanding city. After WWII, Athens' population grew up to 8 per cent per year and it had tripled 1950 to 1980. One third of Greece's inhabitants now lived in one percent of the country's territory

1967

Armored tanks occupy the Parliament, Palace, Ministries, and National Radio; the colonels' coup establishes a 7-year military junta

1974

The November legislative elections reinstated Democracy and the December plebiscite abolished monarchy and established the Third Hellenic Republic.

1981

A 6,7 magnitude Earthquake strikes Athens resulting in wide structural damages and 20 deaths. The new National Building Code is established in 1983.

1999

Athens was struck by a large scale Earthquake (5,9 Richter Scale) causing approximately 138 deaths

2004

Athens becomes the host city for the XXVIII Olympic Games. A wave of development and optimism swipes Athens

2009-2017

The economic crisis imposed the Austerity that has led to a harsh recession and high unemployment

2015

Today: Migration and Refugee Challenge

1941 - 1844

During Nazi occupation a period of mass starvation kills thousands

1944

The Germans leave Athens; the Communists and their Liberation Army (ELAS) who control a large part of Athens, attempt to take over the city and fail.

1951 - 1977

Second emigration wave: 1.289.845 left Greece as economic migrants after the devastations of WWII and the Greek Civil

1973

The November 17th Athens Polytechnic student and workers uprising, triggers a series of events that in July 1974, under the pressure of the Turkish invasion in Cyprus, brings down the military junta

1980-1990

Consequences of Rapid Urbanization. The population peaked at 885.000 inhabitants in 1981, with density of 23.000/m².

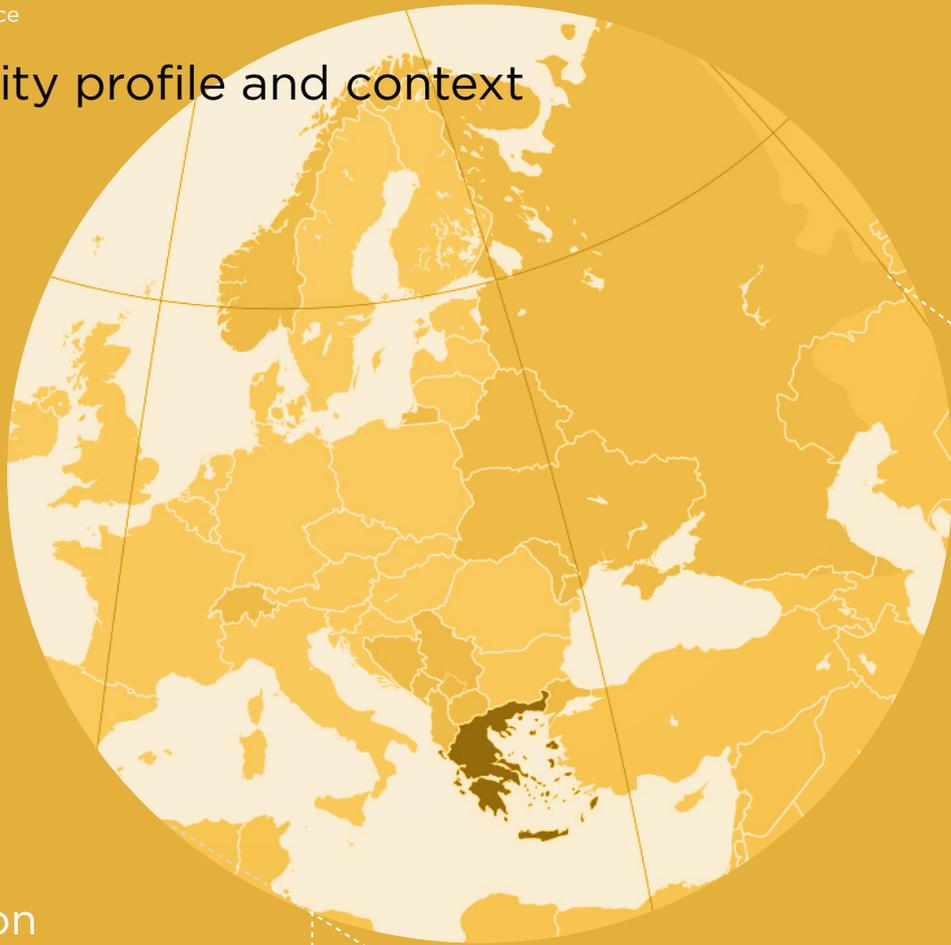
1987

A severe heatwave in Athens that lasted 10 days caused the death of 2000 citizens

A view of the City of Athens from the Royal Palace towards Syntagma Square ca 1845, painted by Ulrich Halbreiter

Reference: Kallivretakis L., (eds)(2015) Athens Social Atlas

Athens city profile and context



Greece

 10 million

Central government

7 Decentralized administrations



General Secretary
Appointed by the Ministry of Interior

13 Regions



Governors
Directly elected for 5 years

325 Municipalities



Mayors
Directly elected for 5 years

Athens-Attica

 3.5 million

66 Municipalities



Athens SWOT analysis

Strengths

- High levels of education
- High quality of life standards
- Innovative creative industry
 - Strong touristic assets
- A variety of solidarity organizations
- City of Athens social services with expertise & experience
- Sites of natural beauty associated with historical landmarks
 - Diversity of land use
- Diverse population mix (non-gentrification)
- Bottom-up initiatives with a focus on local issues

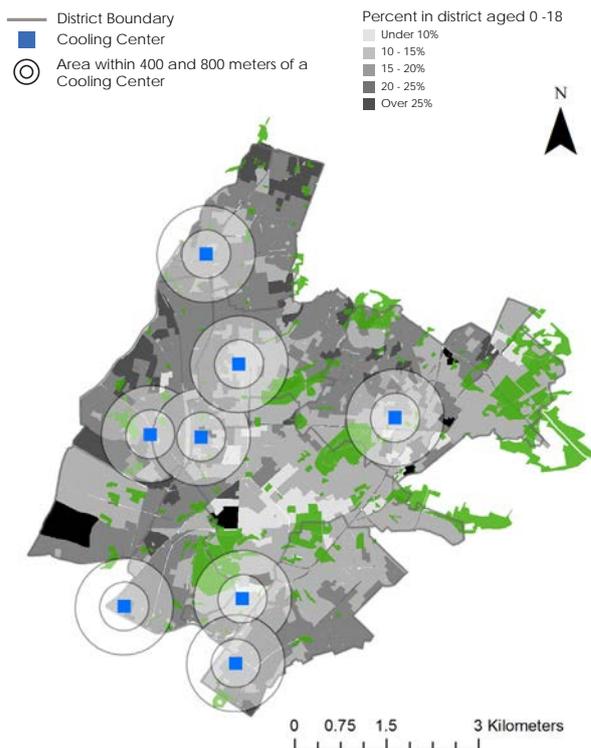


Opportunities

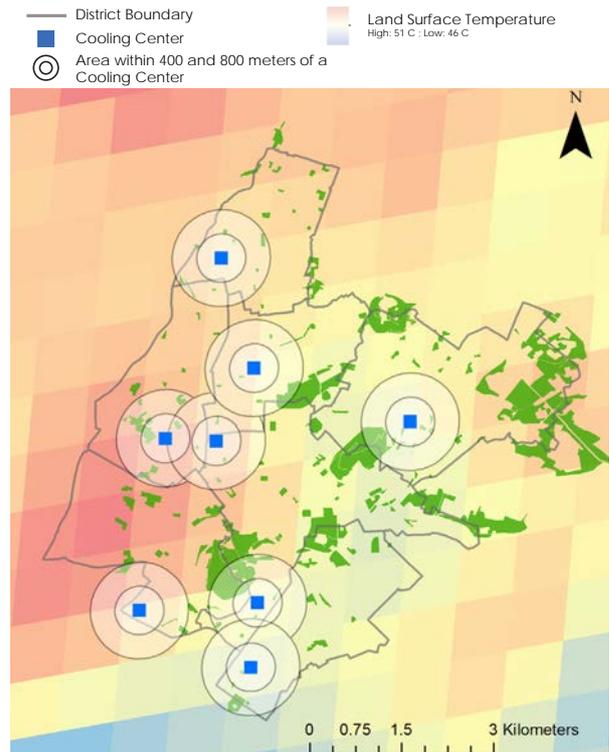
- Development of local SMEs value-chains/clusters, use of new technologies and innovation, emergence of new sectors
- Coordination maximization among stakeholders and the municipality [for both social cohesion and better policy making plans and results]
 - Development of urban “green” and “blue” projects
 - Use of empty buildings
 - Upgrade public space
- Development of the multi-functional and multi-cultural city’s assets (e.g. creative industries)
- Open data and new technologies development facilitating both working through and preventing crisis



Percentage Children in a District Overlaid with Cooling Centers



Urban Heat Island Effect as Measured at 1100 UCT During the September 6th 2015 Heat Wave



Weaknesses

- Population decrease / Brain drain
- High aging index
- Negative income rate
- Reduced business turnover
- Reduce of commercial and processing activities
- High unemployment rate, increased poverty and extreme poverty index
- Increase of homeless people
- Lack of proper monitoring of policy impacts
- Immigrants / Refugees flows (instability of population)
- Low quality, quantity and dispersal of green areas
- Aging infrastructure, abandoned building stock
- High population density

Threats

- Low productivity because of aging population
- Increased rates of population decrease, continual brain drain
- Depressed macroeconomic conditions, decrease of economic activity
- High prediction of unemployment rates
- Deterioration of social fabric, phenomena of social exclusion, lack of social cohesion
- Increase of riots, civil unrest and violence
- Migrants and refugee flows trapped in the city
- Insufficient maintenance of natural resources
- Further downgrading of building stock and public spaces
- Increase of air and smog pollution
- Heat waves
- Earthquakes

Incidence of Low-Income Households in Athens (2008)

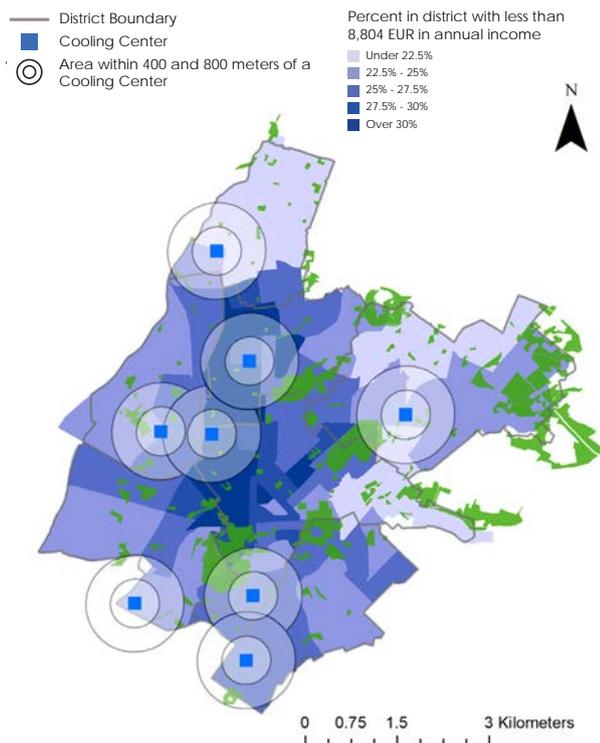


Figure 7: The same areas that are the most densely populated, have the largest number of children, the smallest numbers of open green spaces, they are highly affected by heat waves and the UHI and gather the largest percentages of people below the poverty line.

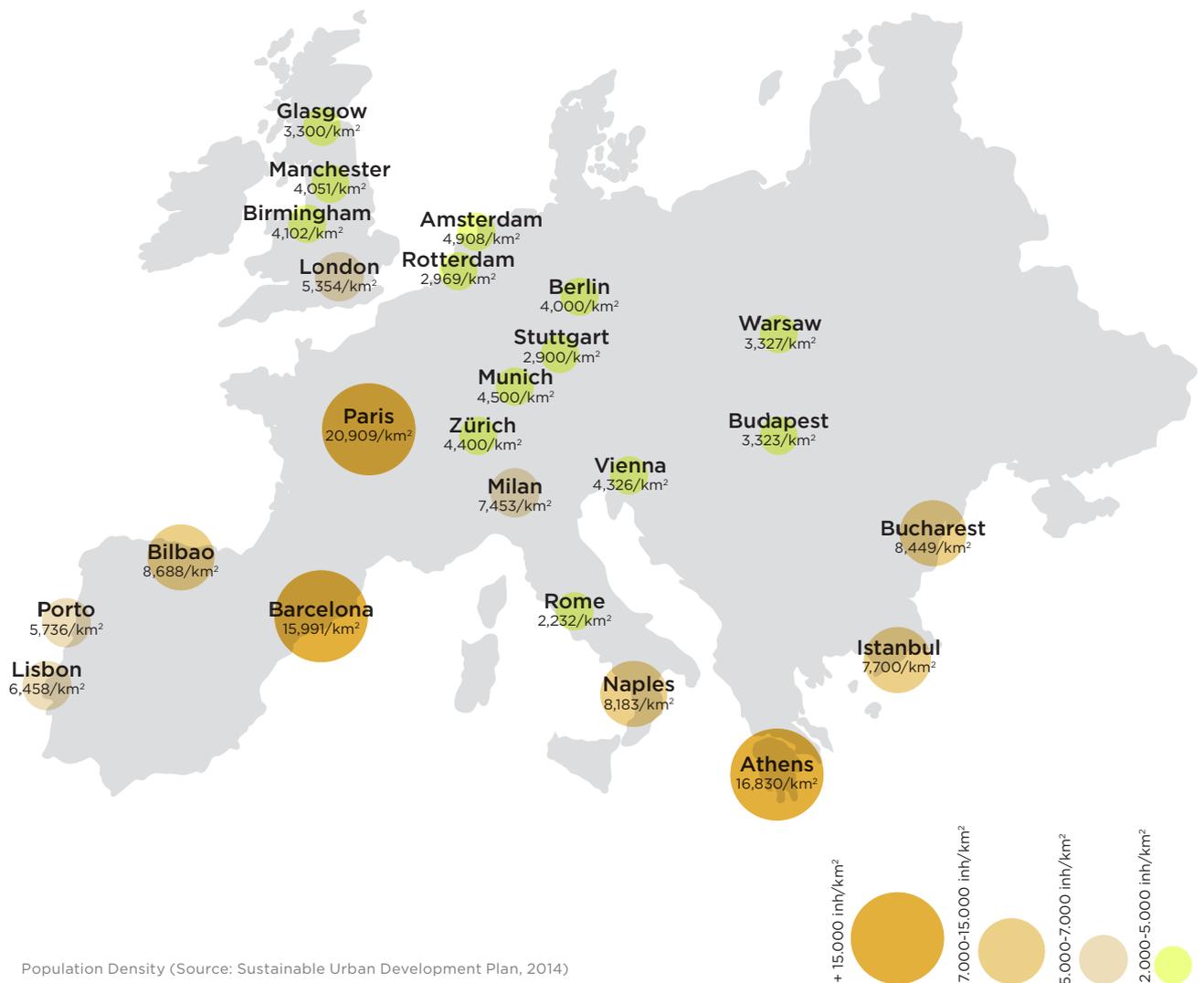
City milestones

1. A rapidly expanding City

The metropolitan area of Athens covers today an expansion of 2.929 Km² with a population of 3.75 million people. While already a capital, the city underwent a period of rapid development and modernization after the Second World War with growth rates of up to 8 percent per year. Between 1951 and 1981, the population of the urban area more than doubled, from 1,379,000 to 3,027,090 inhabitants.

Economic growth and entry into the EU in 1981 brought new investment and credit which raised the standard of living. Massive housing construction quickly changed the character of Athens, imposing a modern but at times haphazard character. New infrastructure developed, such as public transportation, but growth was chaotic with a proliferation of “polykatoikia,” the multi-story residential building. Home ownership became one of the most important tenets of identity of the new urban middle class.

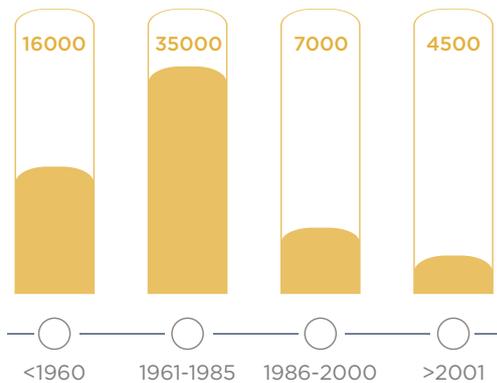
Population density European cities



The new urban lifestyle emphasized modernity, hygiene and amenities such as central heating, and social integration. The typology of the “polykatoikia” has permitted mixed uses (residential and commercial) as well as vertical stratification among social classes and ethnic identities. Athens thus avoided the creation of urban “ghettos.” At the same time, the “polykatoikias” present extraordinary fragmentation. It is not unusual for a block in the city center to have over 500 different owners. In the early 1980s, the stress of urban congestion, traffic, noise, Urban Heat Island (UHI) and air pollution resulted in urban flight and a move to the suburbs. But Athens remained among the most dense municipalities in the developed world.

The age of the city’s buildings

Number of Buildings

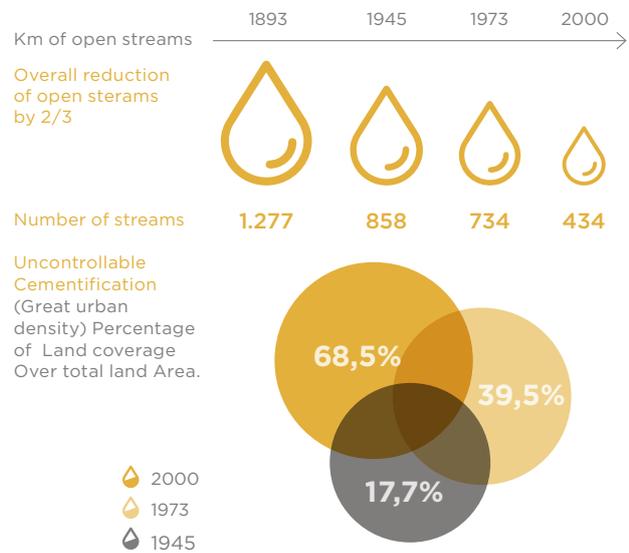


Source: ELSTAT 2011 (Hellenic Statistical Authority)

The first spatial plan with a metropolitan vision was adopted in 1985, and the Organization for the Planning and Environmental Protection of Athens (ORSA), was created to monitor its implementation. The plan marked an ambitious effort to curb sprawl, reduce social disparities and enhance the environmental protection, all from an institutional and regulatory perspective. However, the selection of Athens as host city of the 2004 Olympic Games meant that metropolitan spatial planning was bypassed in favor of urgent, large infrastructure needs. A wave of developments transformed the metropolitan area enabling urban sprawl and increasing car dependency. The Olympic Games ended up being a lost opportunity for a long-term metropolitan strategic plan. Ten years on, the debate on the metropolitan governance of Athens has not led anywhere.

In the absence of integrated planning the pressure on the natural environment grew exponentially. Massive construction and a rapidly growing road system signified a depletion of peri-urban green and the covering of the majority of the natural water network of the Attica plain including its two rivers. This has directly contributed to increased temperatures and recurring flash-floods today as well as increasing the risk of earthquake damages.

Land use and Impervious surface coverage in Attica region



There is no dirt

Especially in Athens more than 80% of its area is non-water permeable (Buildings, roads, Pavements, infrastructures, etc)

Year of construction

Percentage of multi-story residential buildings [Polykatoikias] blocks vs detached houses



City milestones

2. The years of socio-economic crisis

The global financial crisis of 2007–2008 exposed the fragility of the Greek economy and its façade of prosperity based on debt. The deficits caused the country to borrow and international lending institution (the European Union, The European Central Bank, and the International Monetary Fund), start dictating the Greek government's fiscal decisions. Austerity imposed in 2010 led to a harsh recession and high unemployment. By 2015, Greeks had lost 33% of purchasing power and 25% of income.

Meanwhile, the population decreased. Construction, in decline after the Olympics, collapsed. Thousands of new apartments stood empty; renovations stalled. Mortgage debt and new property taxes hit property ownership. The number of homeless increased and food and energy poverty grew. Immigrants without job prospects became more marginalized and desperate, while the Fascist party "Golden Dawn" grew as did incidents of hate crimes. The sudden collapse of the central state social welfare system and the shock of the crisis created however a new wave of citizen mobilization and solidarity networks and led the Municipality adopting a more expansive role in the sphere of social policy.

City of Athens social policy

- Covering Daily Meals for **1400** people
- Citizen's Solidarity Hub: social grocery, social pharmacy, social laundry, psychological and legal support, food and clothing "store" for **26.000** beneficiaries
- **46.468** Food Vouchers from EAA grants: 9.000 beneficiaries
- **10.000** families receive monthly food baskets (FEAD: 2016-2017)
- **35.000** residents on Guaranteed Minimum Income 2017
- **5000** senior citizens are members of the Athens Senior Clubs
- **15.000** Residents are receiving social benefits
- **50** families hosted in social apartments
- **20** women hosted in the city Shelter for battered women
- **58.000** health related visits per year to our 6 Municipal Health Clinics

Opportunities in times of crisis

The severe socio-economic crisis, however, also revealed the powers of solidarity and creativity in Greek society. The crisis led to the growth of civil society. The nonprofit sector, grassroots organizations and informal groups are providing services that improve the city's quality of life.

The parts of the economy that kept growing during the crisis were the tourism and cultural sectors. The city started re-branding itself as the visitors also began to look beyond its classical monuments and landmarks. New ones, like the new National Museum of Contemporary Art (EMST) and the Niarchos Foundation Cultural Center, among others are taking their rightful turn.

Municipal initiatives and institutional changes based on civic engagement

- The synAthina City of Athens CSO network
- Schools Open to Society and the Neighborhood
- Commercial Triangle Pocket Innovation and Revitalization Project
- Resilience building Strategy for Athens - 100RC
- Establishment of the Office of Resilience & Sustainability as part of the Municipal Organizational Structure
- Establishment of the Office of Innovation as part of the Municipal Organizational Structure
- Annual Conference for Public Consultation ("Diaskepsis for Athens")
- Participatory budgeting (in progress)
- Participatory aspects of our waste management Plan (in progress)

Equally significant is the recent rise of creative industries. Albeit the brain drain a significant number of highly educated and talented young Athenians are creating new types of growth areas in the city's economy. Despite the crisis, the cultural and creative sectors seem to be recovering contributing about 5% to the regional GDP.

3. Changing demographics: Two waves of migrant and refugee flows

After the 1989 collapse of the eastern bloc, Athens experienced a massive influx of economic migrants from the Balkans, Eastern Europe, Asian and African countries recording a 463.91% increase between 1991 and 2011. In line with the urban sprawl of Greek populations towards the suburbs, with rates reaching over 20 percent which had left a high number of vacancies at the dense city center they took cheap apartments, ground floors or basements of old “polykatoikias” changing for the first time the until then homogeneous demographic.

Starting in 2014 but peaking in the summer of 2015, during the sixth consecutive year into an economic crisis, close to a million refugees arrived in Athens on their long journey to other European countries. Within the course of a few weeks, city squares and parks quickly became the unofficial meeting point and temporary home for thousands of refugees. Creating a major shock for the city Athens, with very little infrastructure in place or experience in refugee reception, suddenly found itself in the forefront of the biggest refugee movement since World War II in Europe. Currently there are around 20.000 migrants and refugees living within the municipality of Athens constituting thus about a 5% increase in the population.

The central government excessively controls key authorities and jurisdictions, hampering local governance. Regions and municipalities rely on government transfers and EU funding. While some weak mechanisms for metropolitan-wide co-ordination and planning do exist, they face significant institutional and operational limits.

The metropolitan question in a centralized country

The last effort to streamline and decentralize the complex system of sub-national authorities was the 2011 Kallikratis reform that reduced the municipalities from 1034 to 325. Still, it failed to truly reform fiscal resource allocation across and within levels of government.

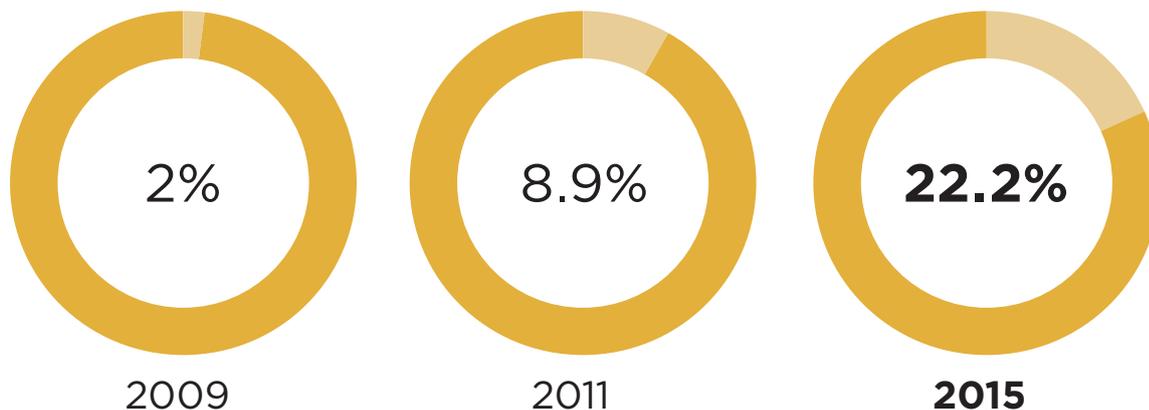
For example, public transportation improvements are a pressing challenge. In 2011, the Greek government merged several operating companies streamlining transportation governance in the Athens metropolitan area under OASA. OASA operates under the Ministry of Infrastructure, Transport and Networks; there is no co-ordination with the local or regional authorities on transport planning.

In Attica as in the rest of Greece, informally developed areas are usually incorporated ex post facto within official town boundaries: an additive logic. Uncontrolled growth causes car-dependency, congestion, air pollution and the degradation of the environment. According to a 2015 OECD report, despite efforts to guide urban growth, a series of structural challenges have remained:

- a gap between planning and implementation;
- a gap between spatial planning and socio-economic planning;
- the incomplete development of basic land management tools;
- and the lack of participatory planning.

In order to further Resilience in Athens, metropolitan governance reforms and a carefully designed financial scheme, must be implemented. Stakeholder mobilization has to focus on a shared set of policy priorities for a more Open, Green, Proactive and Vibrant City of Athens.

% of the population living in extreme poverty in Greece



Building a resilience strategy

Through a competitive process the City of Athens was selected in 2014 to join the 100 Resilient Cities (100RC) network. The city engaged in an intense and participatory process in order to draft and implement a holistic, robust and realistic strategy that supports and enhances the resilience of the city for the upcoming decades.

In the spring of 2015, Athens introduced the concepts and methods of the 100 Resilient Cities program by convening an Agenda Setting Workshop (with 130 Athenians). February 2016, the city started its resilience-building journey by establishing the Office of Resilience and Sustainability (ORS) and drafting a robust Stakeholder Engagement Plan. The ORS became a part of the new organizational structure of the municipality gaining official status (Government Gazette No 3812/B'/28-11-2016) as part of the Mayor's Office in December 2016.

For several months, in the beginning of the program we interviewed Athenians, from experts, artists and community leaders to industrialists, homeless and women migrants, asking them what they thought made our city resilient and how they envisioned a resilient Athens in 2030. We also started by creating a registry of all the projects and programs planned for or implemented in Athens. Along with all the other cities we also identified our city's critical assets, shocks and stresses.

Based on these diagnostic activities, in July 2016, we released Athens's Preliminary Resilience Assessment (PRA). The PRA set the resilience baseline for Athens, introducing 5 discovery areas that the city had to explore more in order to discover opportunities that would help it built its resilience. The discovery areas are:

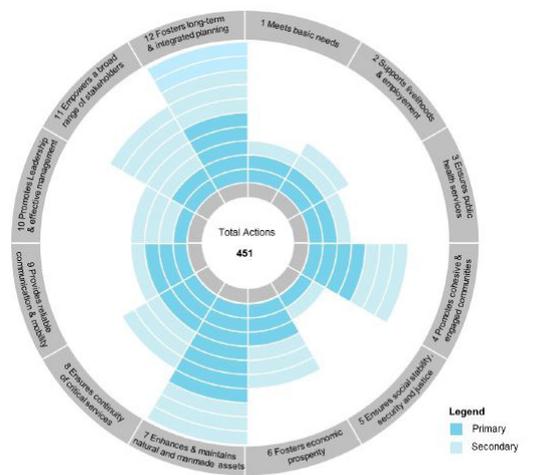
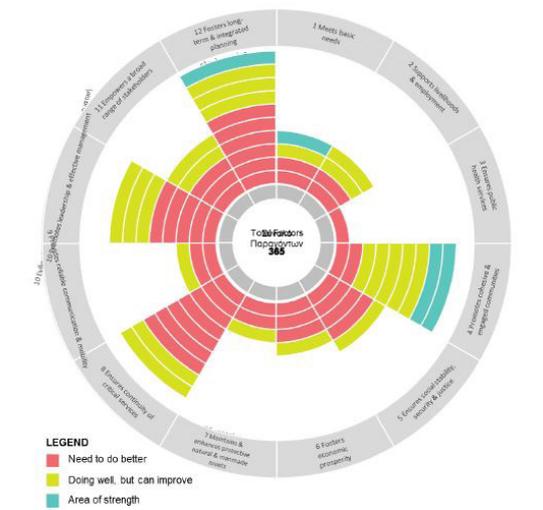
- Maximize the dynamic of the Athenian neighborhood
- Data driven and inclusive city
- Nature in the city: Best possible use of urban resources
- Crisis within crisis
- Enhance social cohesion (cross-cutting)

Numerous people including experts, representatives from the local, regional and central government, city-district leaders and other civil society and community ambassadors, platform partners and the strategy partner actively participated in the process. Through desktop research, interviews, working group meetings, workshops and conferences, we examined the specific opportunities and challenges that started emerging. This process helped us shape our vision for a resilient Athens -- a city that is open, green, proactive and vibrant.

A year and a half after the beginning of the Resilient Athens program, the city is bestowed with this strategic document created in collaboration with 140 organizations and 900 citizens which participated in 40 workshops, conferences or public events. During this year Resilient Athens also initiated and co-hosted international meetings with fellow cities; international and local experts worked together trying to get a better grasp of the challenges the city is facing as they searched for resilient solutions.

Beyond the main three international collaborations around the themes of Migration (100RC), Climate Change (C40 Cities) and Social Equity (Bertelsmann Foundation), our office also co-organized together with other municipalities, central government representatives, NGOs and the Heinrich Bell Foundation two multiple day conferences on Municipal Energy Savings and Energy Poverty with about 200 participants. We also co-organized with Symbiosis - Center for Political Studies of the Council of Europe, a two-day workshop on Open Data and local government with 100 participants including administrators from four other municipalities, relevant ministries and public utility companies.

Four big cross-sectoral and cross-jurisdictional working groups of more than 100 people were also part of this very busy and inspiring year, along with several smaller workshops. They all aimed at breaking municipal and cross level administrative silos while focusing on the following themes: heat waves and the urban heat island effects, greening the city, Athens assets and risks, women entrepreneurs, migration and integration, best practices for social cohesion and coexistence, city branding and public-private sector collaborations, urban planning and sustainable mobility. In February 2017, 30 city officers and 30 citizens participated in a Problem-Framing Workshop, organized by a 100RC platform partner citymart. The workshop tried to identify major challenges and realistic solutions to waste management and city cleaning. A lot of our municipal departments and agencies were active participants in the whole process providing key input regarding the everyday management of the city and the current legislative and regulatory framework of Greek local authorities.

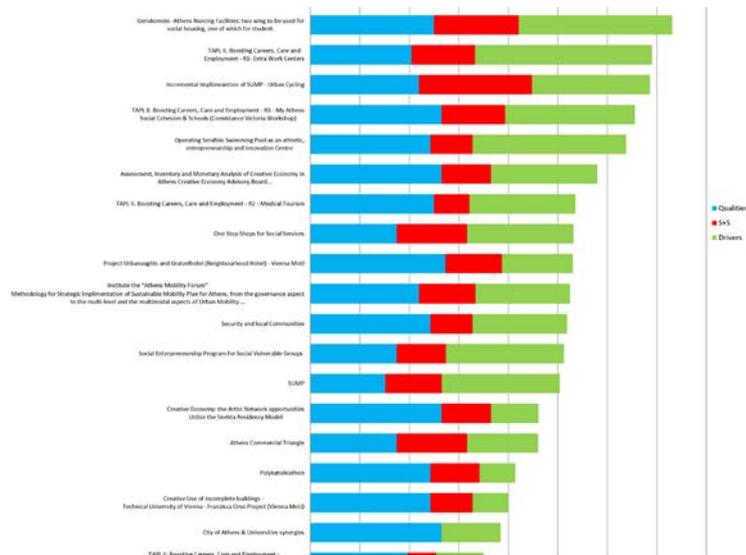


Finally, the Resilience Steering Committee (RSC) played a crucial role as our overseeing body of experts. The RSC is an interdisciplinary cohort of high-level stakeholders from different governmental, academic and nonprofit institutions covering a broad range of expertise. The committee comprises of 18 members and is led by the Mayor of Athens. Their key objective is to provide

interdisciplinary input and guidance on the content of the Athens resilience strategy as it develops, on its integration into the city's operations, implementation and funding. The RSC has met four times providing valuable input and inspiration in the formation of the Athens Resilient Strategy.

Discovery Area 1: Maximising Local Assets: the Athenian neighborhood

Title	Description	Graphical Output												
One Stop Shops for Social Services	Pilot Operation of Municipal Health Centre Chanion str. (6th district) as a Multi Social Services Centre ESTI@ - EASI (European Programme ADDMA) Project Goals: 8 month piloting operation as a Multi Social Service Centre. Except Medical Care, Psychosocial Support Services, Job Instruction & Legal Support. Piloting Operation Of Information Technology System connecting beneficiaries with other services (information&referral system)& (case management). Also, the transformation of one Health Clinic to a Multiservice Municipal Center offering both social and health services in the frame of European program EASI in 5th District and open 14 job positions. + In the health sector, the centers could provide accessible healthcare sites networked throughout the city, focusing on initial testing and diagnosis as a first step before comprehensive treatment. Each could cater specifically to the needs of the surrounding community, including clinical services, first aid, and health education programs. To be reproduced in the remaining 5 Districts	Drivers Score												
		S&S Score												
		Qualities Score												
Legislative barriers	Municipal power	If not, who?	Action owner	Partners	Existing Funding?	If yes, where from?	Additional Funding sources?	If yes, where from?	Funding available when?	Time Scale	Quick win	Resilience dividend	Part of Mayor's Pledge?	
no	yes	0	City of Athens	European Support	no	European Fund	no	0	n/a	Short	yes	yes	no	

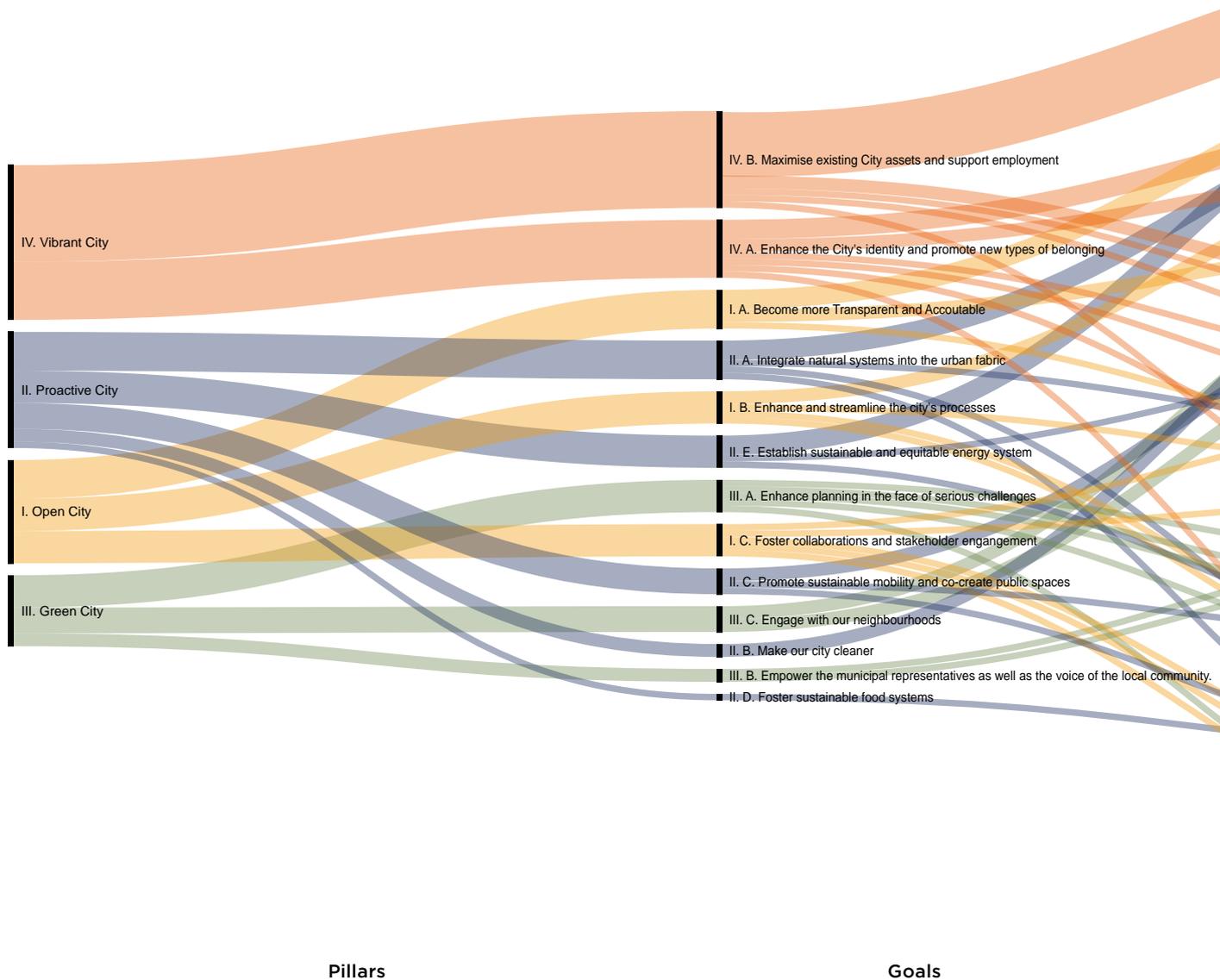


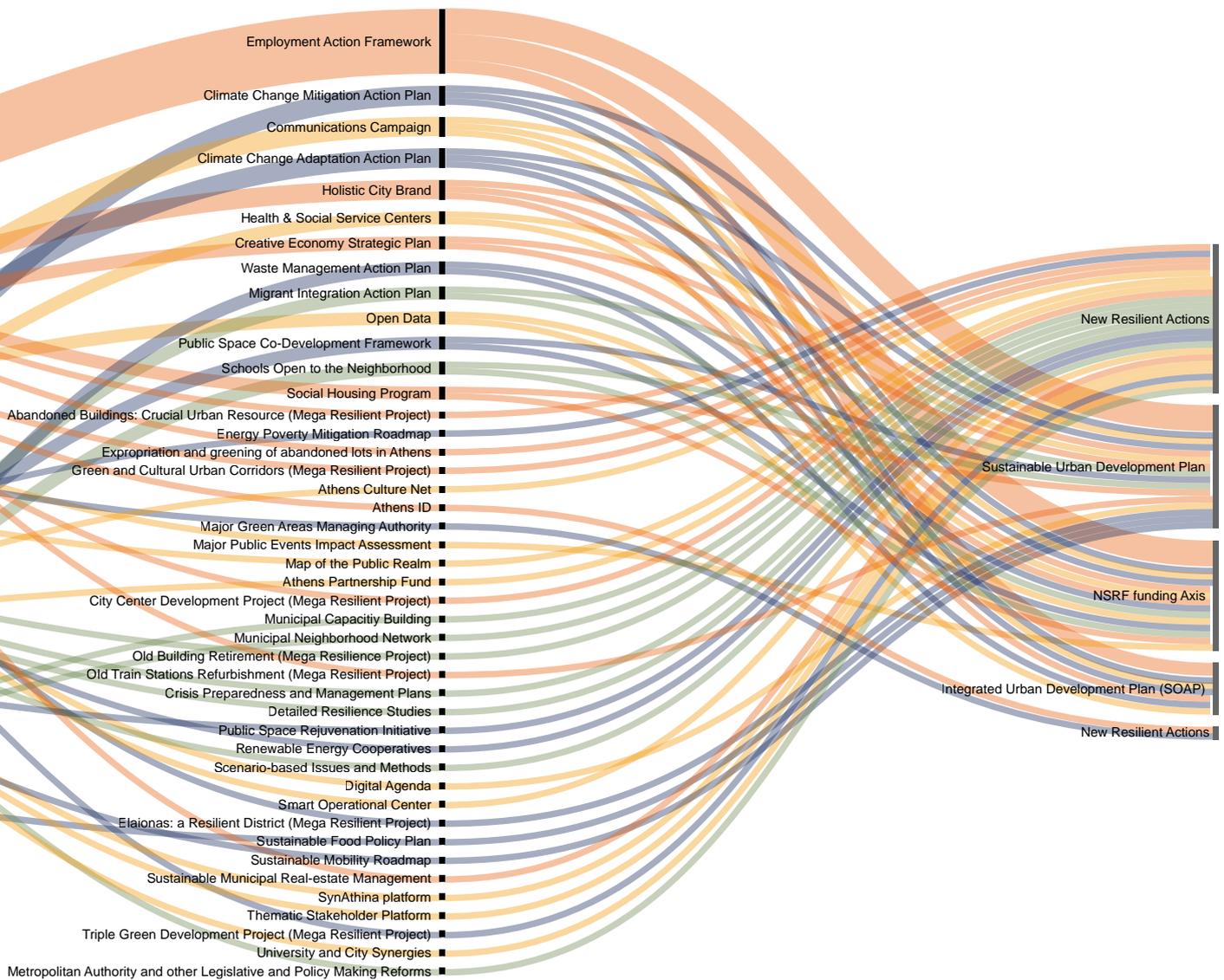
Athens' Resilience Strategy also draws upon other local, regional, national and international strategic documents, including the city's Plan of Integrated Urban Intervention (SOAP), the city's Sustainable Urban Development Plan (SVAA), Integrated Territorial Investments Actions (OXE), the New Regulatory Plan of Athens-Attica 2021 (RSA), as well as the Urban Agenda for the EU, the New Urban Agenda - Habitat III and the UN Sustainable Development Goals. From early on, our office collaborated closely with the C40 Advisor for Athens, leading to the first Athens Climate Change Adaptation and Mitigation Plan (April 2017). This collaboration in Athens anticipated and underscored

the official partnership developed between the 100RC Network and the C40 Cities Climate Leadership Group (December 2016). The connections with other strategic documents elevates the Athens Resilient Strategy's integration and robustness, bridging the gaps between different institutions as well as gaps that exist between the city's everyday management and its long-term policy commitments and goals. The Mayor of Athens has also signed the 10% resilience pledge and committed to an integrated building of resilience in the city. Currently, according to Arup's brief, the city has achieved a 17% coverage of the pledge.

Linking the resilience strategy with other plans in Athens

We mapped our pillars, goals and actions to the Sustainable Urban Development Plan, NSRF funding Axis and Integrated Urban Development Plan (SOAP) to understand the interdependencies between the resilience strategy and the other plans in the city. Refer to the appendix for details.





Actions

Other plans in the city

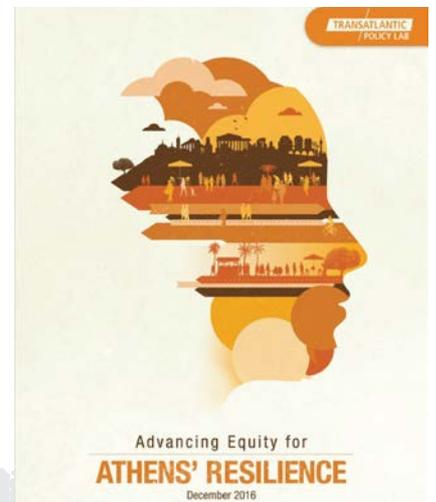
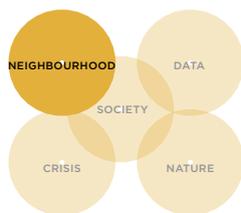
International meetings

The 100RC network connects Athens with other cities and organizations across the world. During its first year of operation, the Resilient Athens team initiated and hosted two international meetings with fellow 100RC cities, partners and experts. In July 2016, Athens hosted the European leg of the first Trans-Atlantic Policy Lab aiming to identify and propose policies that mitigate social inequity in the United States and

Europe. In September 2016, Athens, in partnership with the 100 Resilient Cities and Chief Resilience Officers (CRO) from eight of its member cities launched the Athens Network Exchange: Cities and the Global Migration Crisis.

Transatlantic Policy Lab

Placemaking + economic development (equity):
2 Athenian neighborhoods (platia Avdi and platia Victorias)



Field of Opportunities

Drawing on local proposals and best practices from Athens and cities around the world, especially from our 100RC network partners, we have identified more than 138 relevant opportunities to tackle resilience challenges. We tested and refined each opportunity using the principles of the 100RC City Resilience Framework and the Resilience and the Reality Lenses – tools developed by 100RC and our strategy partner ARUP. This ensured that resilience was embedded in the actions bringing the broadest possible benefits to the city. We then further evaluated our 138

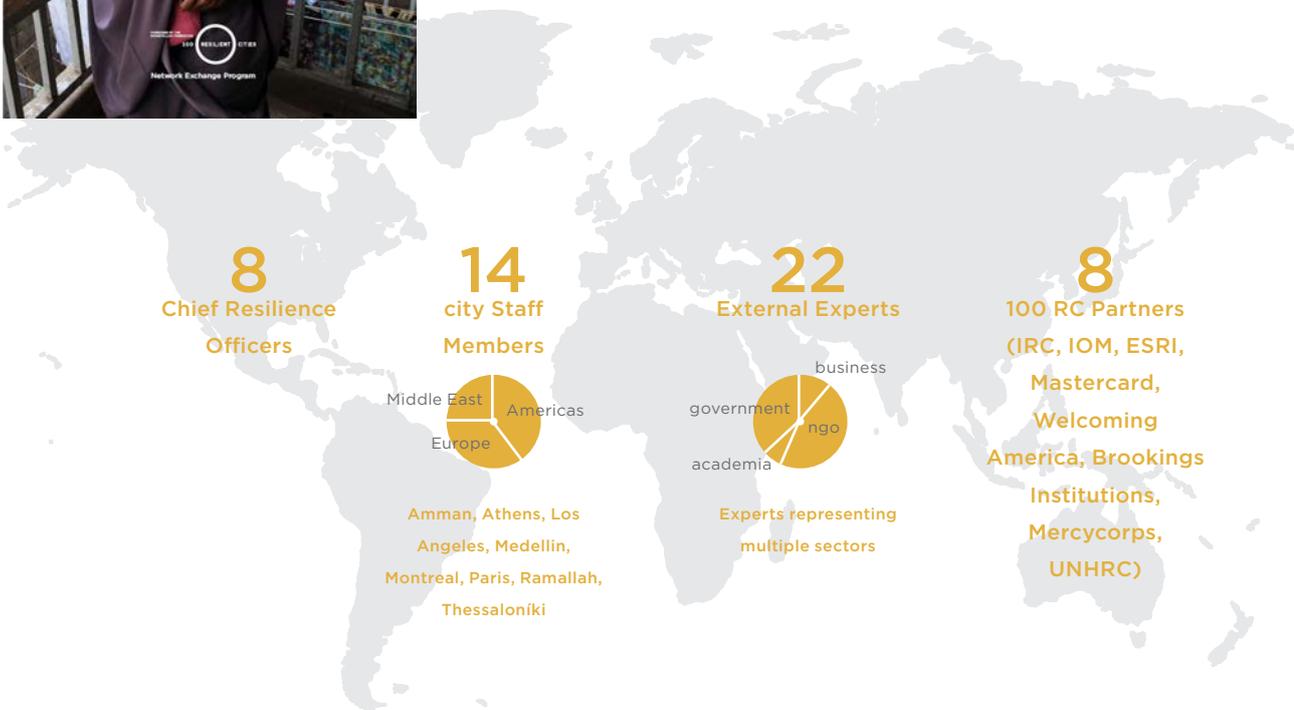
opportunities during Athens Field of Opportunities (FoO). The FoO ensured the Athens Resilient Strategy is fact-based and data-driven but also, thought its making, a result of transparent and extensive dialogue and consultation with many relevant stakeholders. After the FoO, we had finalized the set of 65 resilient actions, which we reshaped and organized under 4 pillars and 13 Resilience goals.

Athens Migration Network Exchange



Following the Network Exchange, participants released “Global Migration: Resilient Cities at the Forefront”. Featuring 24 city best practices and 18 practitioner tools, this report points to programs being implemented in cities across the globe that demonstrate how to best integrate migrants into their new homes, while also creating benefits for all residents.

Learn more at: <https://medium.com/resilient-cities-at-the-forefront>



Athens' resilience journey

Phase I: Kick-starting Resilient Athens Office, Team and Investigations

2014

**2014
Selection**

Athens was selected as one of the 100 Resilient Cities (Pioneered by Rockefeller Foundation). The urban resilience discussion elevated to a national level through a joint announcement of the launch by the Mayors of Athens and Thessaloniki.



2015

**May 2015
Agenda Setting Workshop**

The workshop initiated the resilient dialogue in Athens, engaging key stakeholders from the municipality, the public, private and non-profit sector as well the academia and the civil society. More than 100 partners focused on setting Athens' resilience context, shocks and stresses.

Diagnostic activities in Phase I: What makes Athens Resilient?

2016

**February 2016
Office for Resilience and Sustainability**

The ORS established as part of the Mayor's Office and gained official status in the new municipal organizational structure.

**February - June 2016
Focus Groups with municipal and local stakeholders:**

11 focus groups were organized with city districts' council members, advisors to the Mayor, architects, start-uppers, tour guides, young entrepreneurs, CSOs and NGOs as well as migrant women, homeless street paper vendors and elders. The participants described city's assets, vulnerabilities and their personal wishes for the future Athens.



**May 2016
MoU with National Observatory of Athens**

The MoU provided access to operational and real-time information about Athens' thermal urban environment through the use of satellite data, advanced modeling and IT technologies.

**May 2016
Assets and Risks Workshop**

A workshop with academic experts and city officers, focusing on the mapping and evaluation of the existing and potential shocks and risks for Athens.

**June 2016
Conference on heat waves and measures for #CoolAthens**

Resilient Athens, NOA and Athens Medical School discussed technological solutions and prevention measures aiming at a cooler city.

**June 2016
Trans-Atlantic Policy Lab (TAPL)**

The TAPL convened a diverse group of 15 American and European experts, policymakers and practitioners to pursue innovative approaches to reducing social inequity in Athens. For a week, they met with local government representatives as well as local experts from private sector, civil society, academia, local experts and residents, focusing on job creation and place-making challenges in two rather troubled neighborhoods: Plateia Victorias and Plateia Audi.

**July 2016
Preliminary Resilient Assessment (PRA):**

The PRA constitutes a snapshot of Athens' current status and presents the 5 discovery areas that the city had to explore more through Phase II. The discovery areas are :

- Maximize the dynamic of the Athenian neighborhood
 - Data driven and inclusive city
 - Nature in the city:
 - Best possible use of urban resources
 - Crisis within crisis
 - Enhance social cohesion

Phase II: Co-creating and launching Athens Resilience Strategy

September 2016-February 2017 Identification of resilient opportunities

Resilient Athens Team explored deeper each discovery area, engaging in numerous meetings, discussions and research as well as organizing workshops, events and conferences. This process resulted in 138 resilient opportunities.



February 2017 Field Of Opportunities Workshop (FoO)

During the FoOs, we prioritized the 138 resilient opportunities with two groups of local and international partners. Representatives from 100RC, our Strategy Partner ARUP, the Bloomberg Associates and the Bertelsmann Foundation together with 10 Athens urban policy experts prioritized the proposed actions, cutting the number down to 80. Our international partners along with the Resilience Steering Committee re-evaluated and further scrutinized the chosen opportunities during a following session.

March -June 2017 Drafting and presenting the Athens Resilience Strategy

The document was drafted and presented in the Mayor of Athens, the city Council, the municipal Executive Committee and the RSC as well as to the municipal political parties before its official public launch.

Diagnostic Activities in Phase II: How will we make Athens resilient?

2016

March 2016 - January 2017

Cross-departmental and cross-sectoral working groups

Four WG met various time focusing on development of the Heat Wave and Urban Heat Island (UHI) adaptation action plan, identification of policy proposal tackling energy poverty, policy making for sustainable mobility and the role of nature-based infrastructures.

September 2016

Athens Migration Exchange Network

The meeting brought together eight cities from four different continents, members of the 100RC platform of partners, and leading experts and thinkers on refugee and migration issues aimed at promoting cross-sectoral collaboration on issues related to migration and refugee challenge.

Start partnership with Findyr

Start partnership with citymart

November 2016 - February 2017

Study for Creative Economy and Resilience

Partnering with students from Panteion University, Resilient Athens explored the Athenian creative industry using desk research and interviews, launching an online survey and commissioning an academic paper.

December 2016

Urban Policy Lab

Representatives from Greek municipalities, universities, research centers, the central government and city officers engaged in a workshop on open data and policy making for a transparent government.

December 2016:

Innovative practices of coexistence in an Athenian neighborhood

Elected officials, city officers, residents, students and civil society members discussed ideas and projects to support the co-existence of different communities in Victoria Square neighborhood.

2017

January 2017

Workshop: Communications in case of emergency

University students designed comics describing solutions for engaging communities in case of emergency in 8 strips.

January 2017

A resilient dinner with Athenian women

Following an online survey with more than 400 answers, Resilient Athens Team and guests investigated ideas aiming at enhancing women entrepreneurship, supporting Athenian families and tackling unemployment.

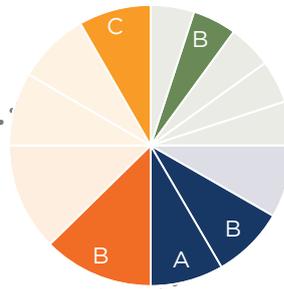
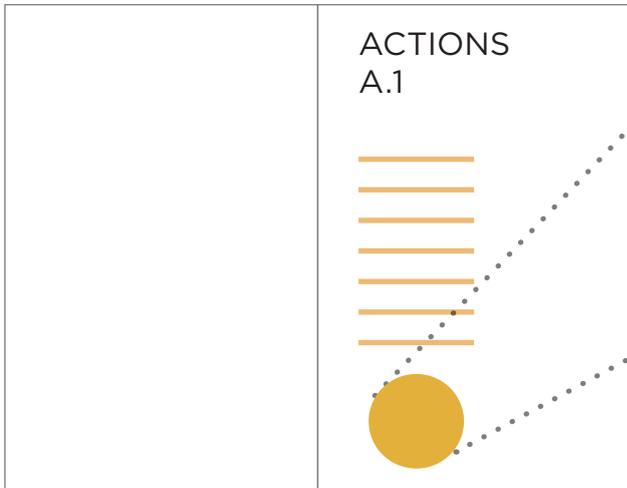
March 2017

Problem Framing Workshop

Athens Resilience and Sustainability Office in collaboration with 100RC and citymart, organized a Problem Framing Workshop on waste management and cleaning services with the participation of city officers, deputy mayors, city district council members and residents.

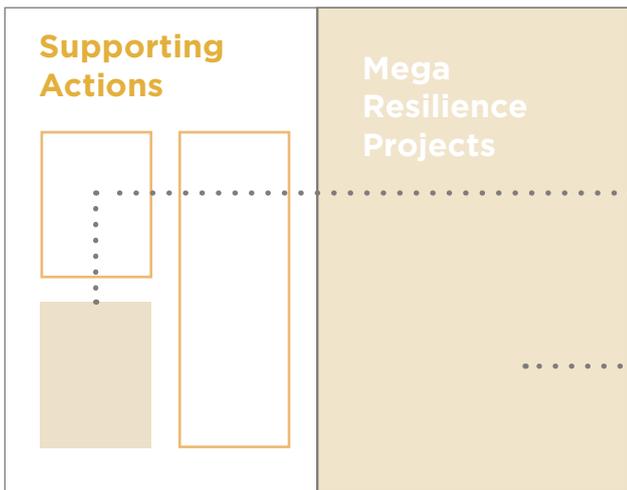
Our Pillars, Goals and Actions

How to read this chapter



Resilience Goals:

The graphic adjacent to each Action represents the interrelations that the action has with goals from other pillars in the strategy.



Call out boxes:

The call out boxes highlight best practice from Athens and other cities in the 10ORC network.

Mega Resilience Projects (MRPs):

These are city wide overarching and strategic projects that have multiple benefits for the city.



Sustainable Development Goals (SDG's)

The 2030 Agenda for Sustainable Development adopted at the United Nations Sustainable Development Summit on 25 September 2015 includes 17 Sustainable Development Goals with 169 associated targets that demonstrate the scale and ambition of the 2030 Agenda. This Agenda is a plan of action for people, planet and prosperity. It seeks to strengthen universal peace in larger freedom and eradicate poverty in all its forms and dimensions by taking transformative steps that are urgently needed to shift the world onto a sustainable and resilient path. The Goals and targets are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. They will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet.

Legislative authority:

These icons represent existing (or not) legislative authority for every action. A black icon means there is no legislative authority whilst an orange icon means that the action possesses legislative authority for implementation.



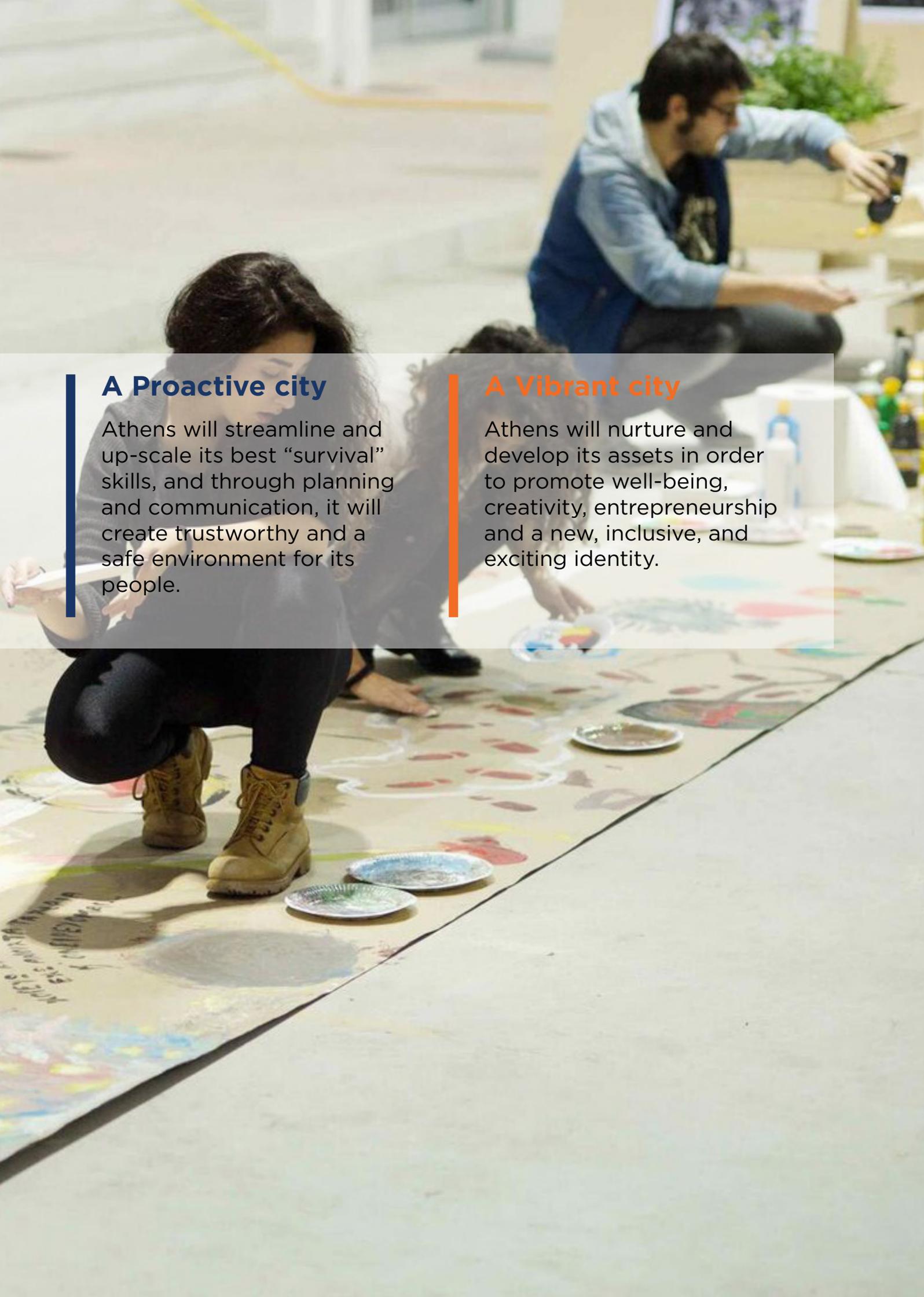
Athens wants to be:

An Open city

The City of Athens will achieve effective and efficient governance and manage to communicate and collaborate better with its residents by fostering data driven policy making and accountability.

A Green city

We need nature in Athens. The city of the future will meet our human need for proximity to nature and be able to withstand climate change and environmental challenges.



A Proactive city

Athens will streamline and up-scale its best “survival” skills, and through planning and communication, it will create trustworthy and a safe environment for its people.

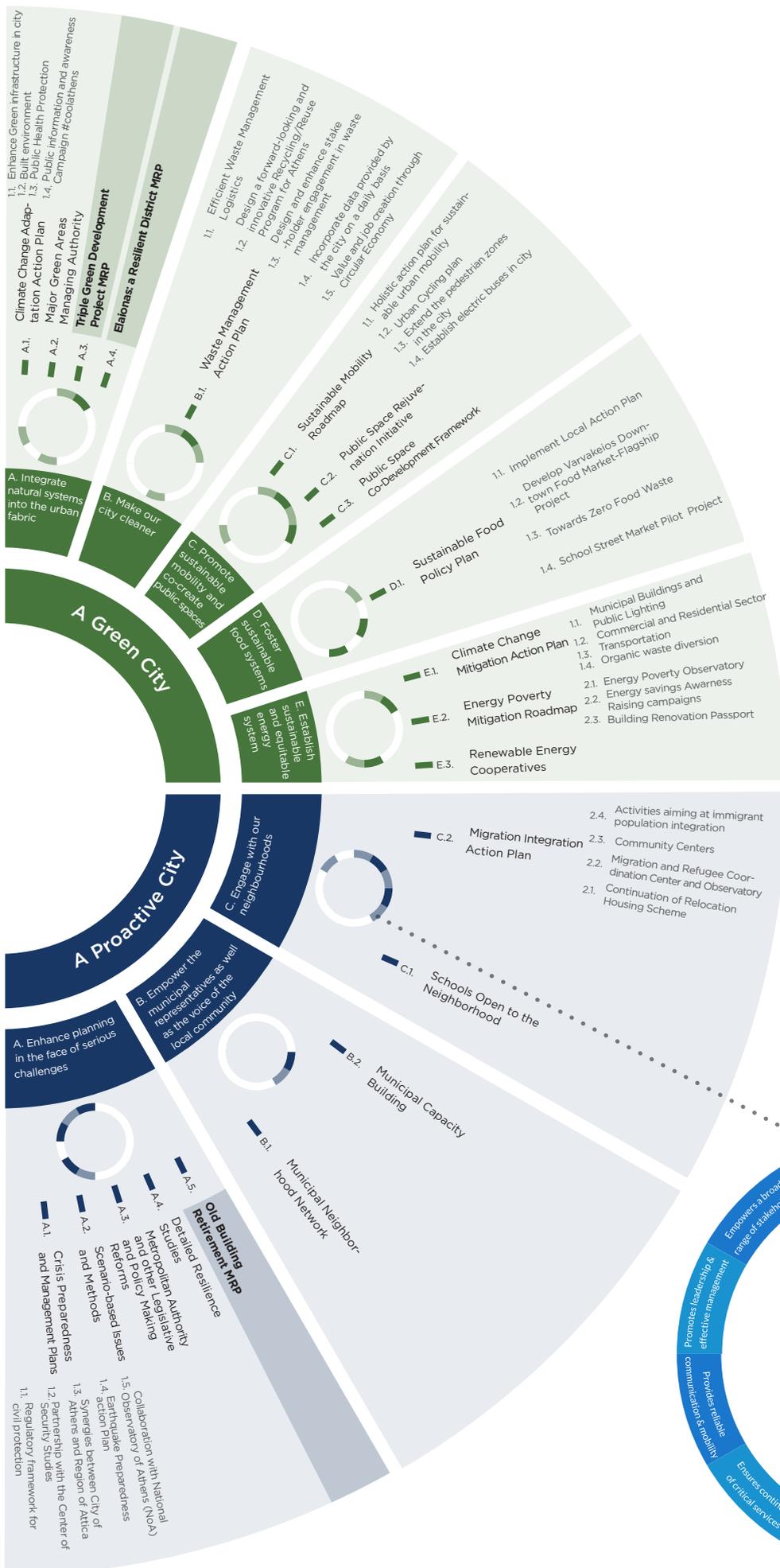
A Vibrant city

Athens will nurture and develop its assets in order to promote well-being, creativity, entrepreneurship and a new, inclusive, and exciting identity.

Strategy hierarchy

The diagram illustrates and gives an overview of the pillars, goals, actions and supporting actions as well as highlights the Mega Resilience Projects included in this strategy.

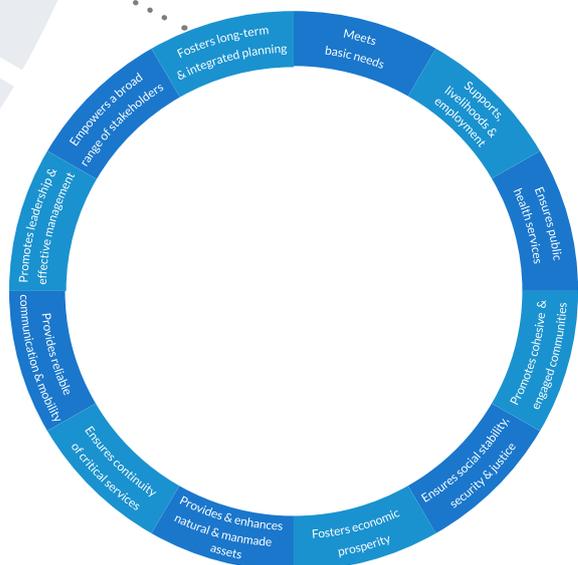




The graphic adjacent to the goal represents the Resilience Value mapped on the CRF drivers.

The CRF acts as a lens to understand the complexity of city systems and the drivers that contribute to city resilience. The framework is made up of four main dimensions and 12 drivers that together illustrate what makes a resilient city.

Refer to page 17 for more information.



Open city

Goals

- A Become more transparent and accountable
- B Enhance and streamline the city's processes
- C Foster collaboration and engagement

Athens will achieve effective and efficient governance and communicate and collaborate better with all its residents by fostering data driven policy making.

Actions

- A.1 Open data
- A.2 Communication campaigns
- A.3 Major public events impact assessment

- B.1 Digital agenda
- B.2 Smart operational center
- B.3 Health and social service centers
- B.4 Map of the public realm

- C.1 Thematic stakeholder platforms
- C.2 synAthina Platform
- C.3 University and city synergies
- C.4 Athens Partnership fund
- C.5 Athens Culture Net

Goal A

Become more transparent and accountable

The Athens city Council and administration seem remote and obscure to the citizen. Apart from the fact that there is no culture within the municipality that values, manages and maintains the collection of data and KPIs, there are also few and weak channels of communication both among the different levels of administration and between the City of Athens and the citizens. An "open city" is a city that is accountable, a city that can win back the trust of its people. For Athens to be resilient it needs to build trust. One of the main stresses that keep weakening the ability of the city to move forward, as well as the cohesion of Athenian society, is mistrust. The city is in the process of becoming more open and transparent through opening channels of communication, its data and its procedures.







Athens Digital Lab (ADL)

Athens Digital Lab, funded by the Stavros Niarchos Foundation, aims in the support and development of start-ups, focused in areas selected by the City of Athens, using IoT for “smart cities” technologies. Following an open call, teams of young professionals and scientists, and unemployed individuals can submit proposals, which in principle will focus on Athens and will provide innovative solutions to the basic problems of the city. Athens Digital Lab will host the teams for six months, in a fully equipped co-working space, located in a brand new municipal building, while providing the necessary field area and the necessary data. Executives from the Municipality of Athens high-tech companies will act as mentors and will actively participate in the development of the solutions, that could be evolved into integrated products. These products will be used by the City of Athens, and to then gain access to international and national sales channels.

A.1

Open data



Description:

Every city in the world is a living organism that constantly transforms as it updates its functions. Many factors affect the tasks and responsibilities of a city in a broad range of sectors. In order for a city to be able to best serve its people, there is a need to constantly monitor its performance, ideally on a real-time basis. Many cities around the world have already developed mechanisms and tools that measure their performance using state-of-the-art digital technologies. Tools such as digital and dynamic maps (GIS maps), dynamic databases on monitoring indicators, sensors and technologies (Internet of Things - IoT) are available for use by any city around the world.

The City of Athens is currently using obsolete technologies to measure its performance. This becomes more difficult due to insufficient human resources. On the other hand, Citizens are also unaware of what is happening in the city, while the city decision makers lack the proper tools for effective policy making.

The main objective here is to introduce up to date digital technologies to help better manage the City of Athens. city officials will thus be able to draft new policies using real-time data, while demonstrating to the public, for the first time, the dynamic status and performance of the city. The latter will be achieved through a series of actions that will promote its transparency.

Goal A

Become more transparent and accountable

Resilience Value:

- Support Data-Driven Policy Making
- Enhance and Promote Communication Channels with the Citizens
- Support Transparency and Accountability
- Promote Digital Adaptation
- Support Integrated Planning and Strengthen Municipal Leadership
- Develop Synergies with city Stakeholders and Enhance Participation
- Raise Awareness and Appreciation for the city and its Services
- Promote Citizens Well-being and Ameliorate their Quality of Life
- Simplify Bureaucratic Processes

Action Owners: City of Athens (Chief Digital Officer (CDO), Office of Resilience and Sustainability (ORS), Deputy Mayor for Waste Management)

Partners: citymart, Greek Service Providers, the Transatlantic Policy Lab (TAPL), National Center of Social Research, public utility companies

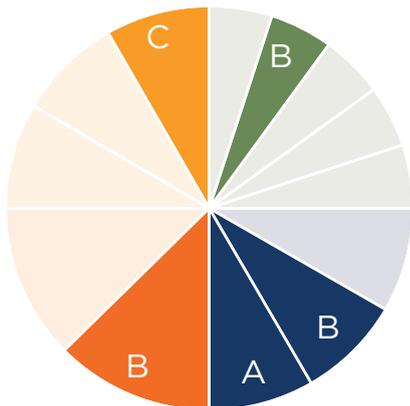
Legislative authority:



Funding Sources: Municipal funds, the Bertelsmann Foundation, 100RC, private donors, structural funds

Time frame: Short-term and Ongoing

SDGs goals



A.1

Open data

A.1.1 Digital repository

An effective transition from an analogue to a digital era is necessarily supported by the development of a Digital Repository that will accumulate the analogue and digital information of the city services in a single state-of-the-art digital repository. This will help city officials and departments gather city data in one place in a digitalized format.

The information will be gathered internally but will also be supported by data from external stakeholders such as Ministries, the Regional Authority, ongoing research programs, and University studies.

The main goal of this action is to build the foundation of the new digital era of the city.

Action Owner: City of Athens (Administration in collaboration with the CDO)

Partners: Municipal Departments, private and Public Organizations that have already implemented studies for the city, Ministries, the Region of Attica.

Funding sources: Municipal funds

Time frame: Short-term

- small businesses and stakeholders
- Report in-person communication via the digital platform to increase transparency
- d. Appoint specific responsibilities of participatory process and neighborhood outreach to the relevant municipal departments (Office for Social Innovation, city Districts Boards, Deputy Mayor for Municipal Decentralization, etc).

Action Owner: City of Athens (ORS and CDO)

Partners: TAPL, Municipal Departments, external stakeholders

Funding sources: the Bertelsmann Foundation, 100RC, private donors

Time frame: Short-term

A.1.3 Public works calendar

The City of Athens, capital of the country, is the largest municipality in Greece that hosts the central core of activities for the whole country. Every day, public works are being undertaken across the city districts. Utility companies, transport organizations and other public or private entities implement public works and are obliged to issue a special works permit from the city services.

In many cases these permits are not issued and there is ambiguity on type and location. There is a need to start tracking these works in a single calendar so that all responsible parties are fully aware of what is happening.

This action is about developing an online common calendar that will capture all upcoming works, as well as potential guidance for the citizens (e.g. traffic arrangements). A MoU between the Municipality of Athens and the utility companies will be signed in order to set the framework. This is a first step towards a multilevel digital platform that will one day hold all relevant to the city functional information.

Action Owner: City of Athens (Deputy Mayor for Public Works and ORS)

Partners: Utility companies, Transport Organizations, other public work companies (private or public) and municipal department.

Funding sources: private donors, structural funds

Time frame: Short-term

A.1.2 Action plan for transparency and accountability

The aim of this action is to encourage the municipality to be more transparent and accountable to its residents. The action includes the following:

- a. Develop a local government scorecard to foster transparency and allow for internal and external monitoring
 - Create a self-assessment to rate government performance at a district level
 - Pilot a digital “polling” tool where citizens can rate all trust-building events and city services
- b. Launch a data-visualization gallery to promote government transparency
 - Make data collected by the city easily accessible and understandable
- Add features that allow for community-influenced impact
- Ask companies that have a stake in user-centered (UCD) open innovation projects to share information and processing methods with users and residents.
- c. Establish a digital communications platform with an in-person outreach component
 - Make all the relevant action items, due dates, parties involved and consequences for inaction accessible to the public
 - Create a feedback loop for NGOs, civil society,

A.1 Open data

A.1.4 Fuel management platform and smart waste management monitoring system

The city needs to build an asset and fuel management platform, utilizing heavy duty sensors in order to measure its assets and provide insight to its operational management through the use of notifications, alarms and reports.

This action focuses on two separate activities. The first activity is a single management service for fuel monitoring of petrol tanks. The city will install monitoring sensors in petrol tanks in schools for a start and then apply the monitoring system to other facilities. The main objective is to create a live monitoring system that will provide useful information on fuel consumption, create a tank registry, keep historical data and provide information and reports for future actions.

The second activity is to develop a smart waste management system by using sensors on waste trucks and bins. That way, the waste management department will be able to monitor on a daily basis the efficiency of the waste collection system while keeping a record of other crucial data such as maintenance, future procurements and reports for the development of new policies.

Action Owner: City of Athens

Partners: private sector and relevant municipal departments

Funding sources: Municipal funds

Time frame: Short-term

Melbourne urban forest strategy

As Cities are facing significant challenges such as climate change, population growth and urban heating, the city of Melbourne's sets as a goal in its first Urban Forest Strategy to create a resilient, healthy and diverse forest for the future that will play a critical role in maintaining the health and livability of Melbourne. The city of Melbourne has undertaken an exceptional tree survey in the municipality and produced a register of exceptional trees that will be nominated for protection. The aim of the register is to recognize, celebrate and protect the exceptional trees that exist in the municipality in the private realm, which contribute to the urban forest and city character as a whole. Building the urban forest as a living ecosystem and ensuring that it provides the maximum benefits for our communities will rely on smart species selection, improving soil moisture retention, reducing storm-water flows, improving water quality and re-use, increasing shade and canopy cover, and reducing infrastructure conflicts

A.1.5 Tree identity

The City of Athens currently owns over 120,000 trees which are growing within the city boundaries. There is however no existing registry for these trees. city services need to develop an application that will help build a register to record all of the tree characteristics such as their position, type, occupancy, age, classification, and canopy.

The city services have already started to record the trees on a GIS map but there is a need to build the capacity implement this work. A MoU with the Agricultural University of Athens will support the project by capitalizing on the expertise of its professors and students.

Action Owner: City of Athens (Department of Green and Parks)

Partners: Platform Partner, Agricultural University, Municipal Department of Green and Parks

Funding sources: Municipal funds

Time frame: Short-term

A.1.6 Urban resilience indicators

Athens has been the center of economic crisis, especially local economy, socio-spatial relations, and civil unrest.

The main goal of this action is to develop and implement Urban Resilience Indicators as a vehicle to map urban social processes in everyday life. Omonoia Square, the so-called heart of Athens, is an area which has experienced a significant decline in commercial activity. This area was used for one of our diagnostic activities to better understand how it could remain resilient in times of social and economic turmoil.

This action aims to develop a Transferable Toolkit that will be extended to other areas of Athens in order to connect resilient urban planning and decision-making to the needs of Athenian neighborhoods.

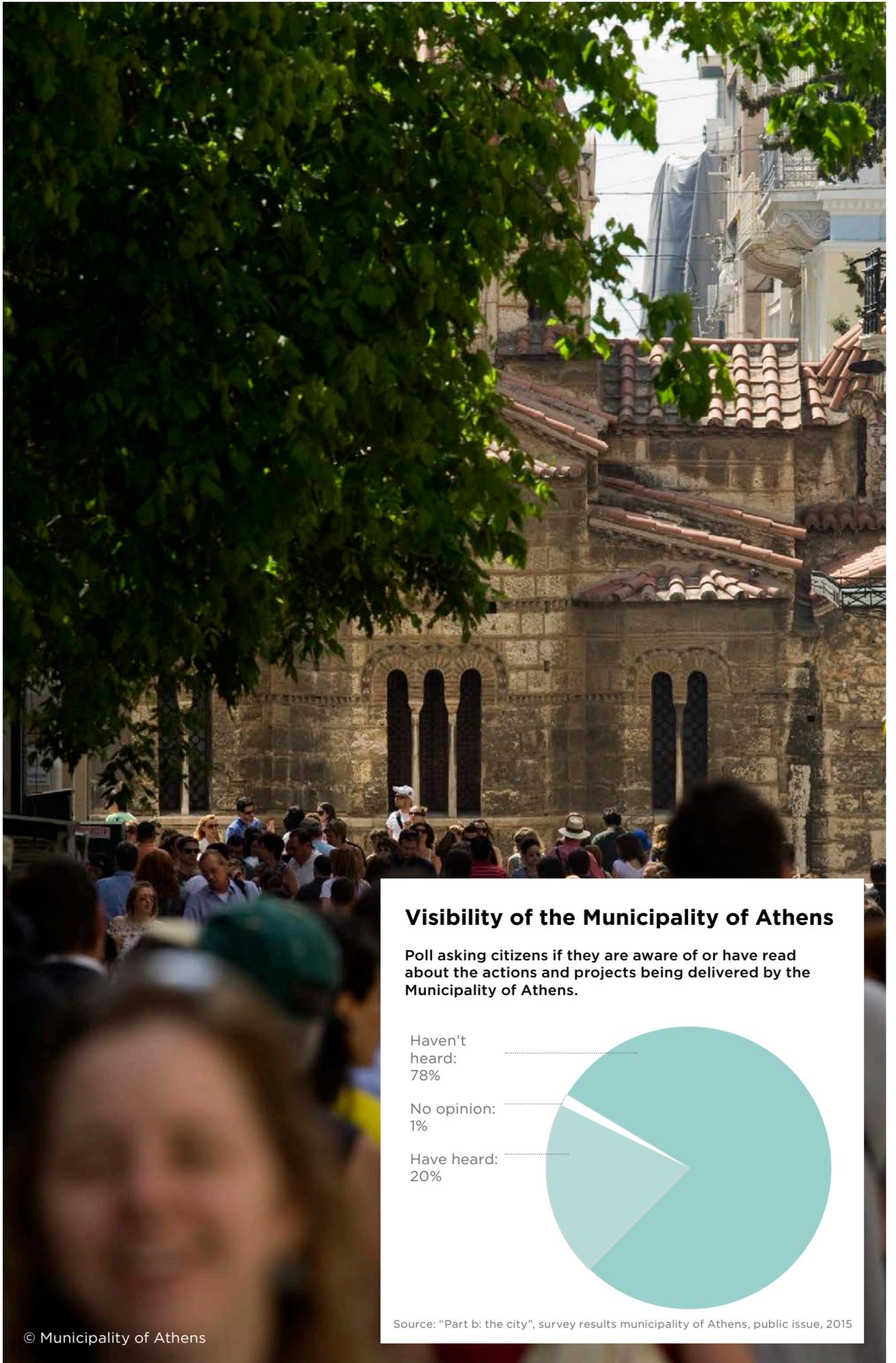
The existing case study outcomes must be enhanced by statistical and sociological methodologies in order to make it more robust and transferable. expertise of its professors and students.

Action Owner: City of Athens (ORS)

Partners: UrbanDig Project, National Center of Social Research, Municipal Departments

Funding sources: Municipal funds

Time frame: Short-term



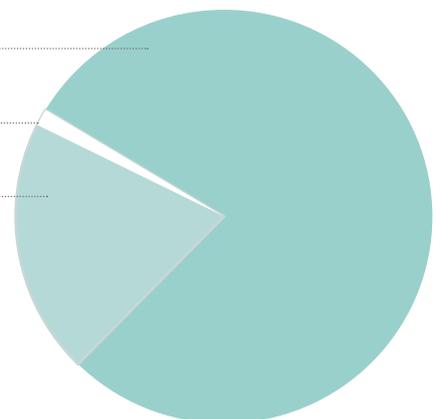
Visibility of the Municipality of Athens

Poll asking citizens if they are aware of or have read about the actions and projects being delivered by the Municipality of Athens.

Haven't heard: 78%

No opinion: 1%

Have heard: 20%



Source: "Part b: the city", survey results municipality of Athens, public issue, 2015

A.2

Communication Campaigns



Description:

Mistrust towards the central and local government constitutes one of the major resilience challenges for Athens. Due to the insufficient funding and the lack of cohesive structure the city cannot effectively communicate its priorities, programs and initiatives to the residents. Moreover, Athenians are particularly reluctant and dismissive towards municipal endeavors due to insufficient information and a lack of thorough communication strategies.

The city needs to better communicate its goals and actions to the people of Athens. It needs to upgrade its information and communication exchange with the citizens through the creation of a cross-media ongoing campaign, branching out to include a variety of stakeholder engagement tools through which the city will establish a more open relationship with the public. We are in the process of establishing a social media campaign focusing on issues related to waste collection and the role of the citizens in the city's cleanliness. The social media campaign can be the baseline upon which other opportunities for communication and stakeholder engagement should be explored and introduced, with a focus on different topics such as sustainable mobility campaign, promotion of existing social innovation platforms implemented by the city, anti-rumor campaign for migrants and refugees, gender equality and others.

In order to enhance the resilience of the action, the city's budget should include a percentage for each and every one of its projects "invested" in communication with the city's residents. The city therefore needs to create a marketing and communications department that is both decentralized in the different municipal directorates and organizations, but also centralized and able to bring in the necessary human, technical and economic resources.

Goal A

Become more transparent and accountable

Resilience Value:

- Support Transparency and Accountability
- Support Integrated Planning and Strengthen Municipal Leadership
- Enhance and Promote Communication Channels with the Citizens
- Develop Synergies with city Stakeholders and Enhance Participation
- Raise Awareness and Appreciations for the city and its Services

Action Owners: City of Athens (OPANDA, Technopolis City of Athens, ADDMA, ORS)

Partners: Bloomberg Associates, Marketing and Communication Agencies

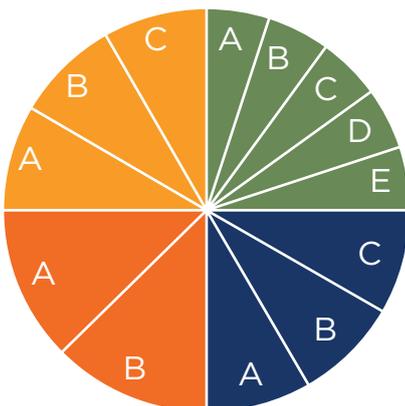
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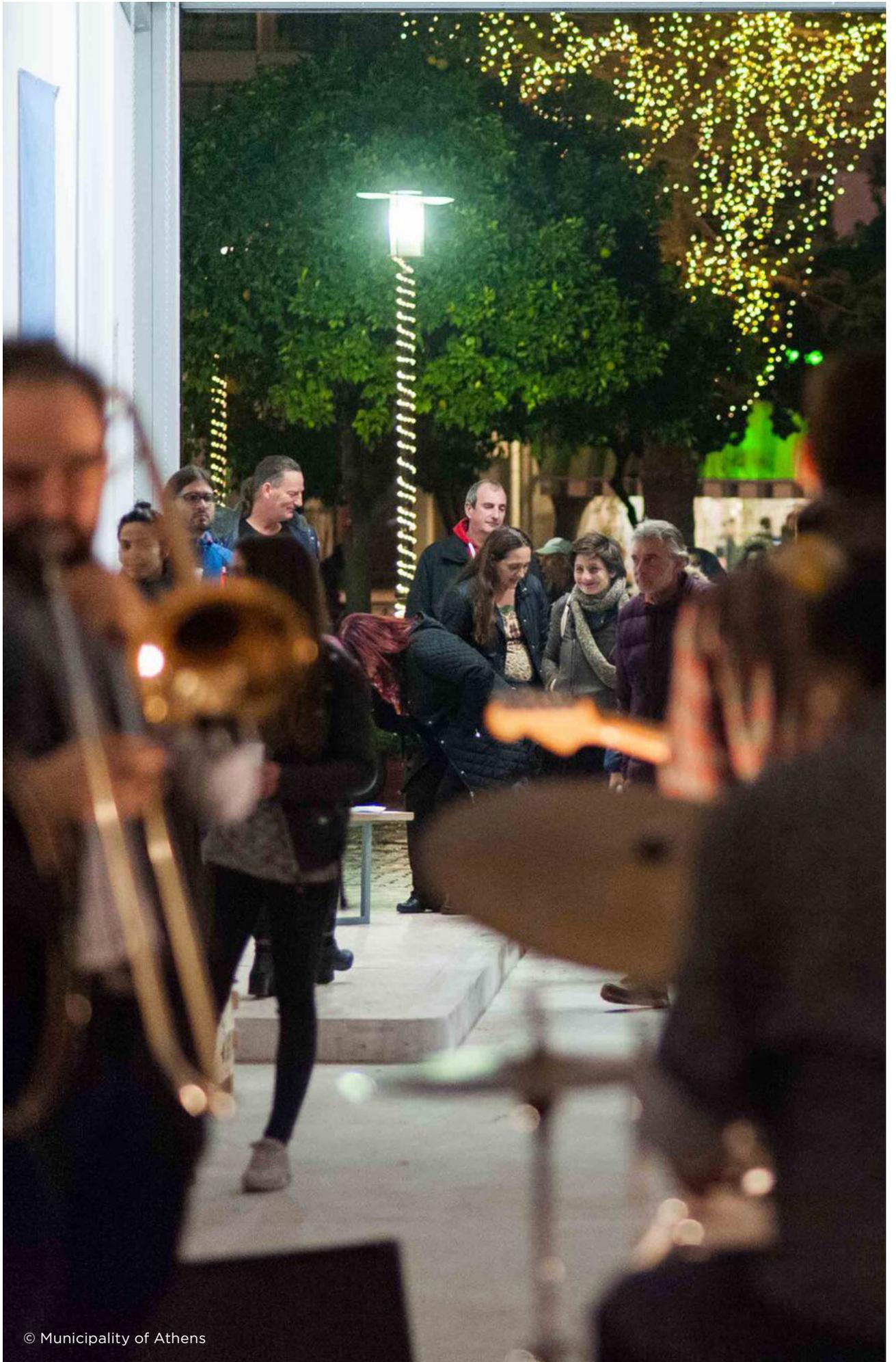


Funding Sources: Municipal funds

Time frame: Short-term and Ongoing

SDGs goals





A.3

Major public events impact assessment



Description:

The City of Athens regularly collaborates with partners to co-host cultural, sporting, and community events across the city. Example events include documenta 14, the Athens World Book Capital and Technopolis' major events.

The city should better understand the spillover effects and the economic, social, and environmental impacts these events have on the city.

Athens therefore will develop an evaluation process and an assessment tool to understand the aforementioned impacts of the city events. The city will design policies and strategies based on data and assessment reports, to effectively promote its activities.

Goal A

Become more transparent and accountable

Resilience Value:

- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Raise Awareness and Appreciation for the city and its Services
- Maximize the Dynamic of the Athenian Neighborhood
- Support and Promote the Local Human Talent
- Mitigate Black Economy in the city
- Provide Incentives for Economic Development

Action Owners: City of Athens

Partners: universities, research centers, International Organizations, Technopolis, City of Athens, Bloomberg Associates

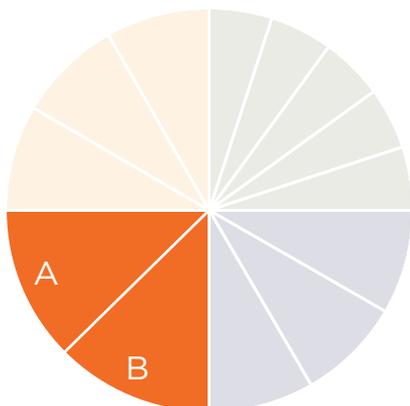
Legislative authority:



Funding Sources: Municipal funds

Time frame: Medium-term

SDGs goals



Goal B

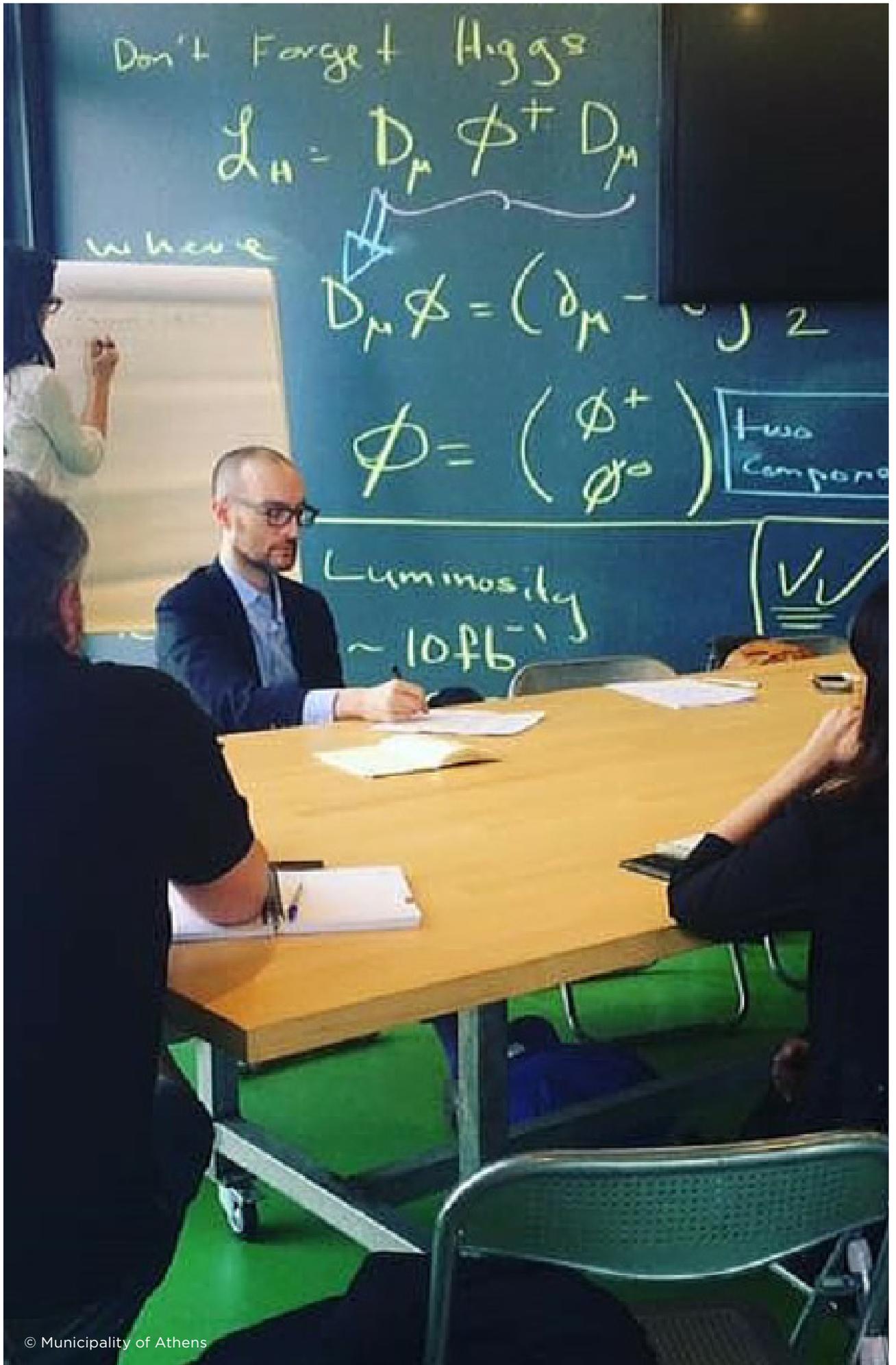
Enhance and streamline the city's processes

Openness and data are absolutely necessary for efficient and effective policy making. Data driven policy making is the only way to avoid duplication, maximize the use of our resources, respond to our city's critical needs, know what to prioritize, keep people connected, creative and satisfied with their work.

Open city







B.1

Digital agenda



Description:

The Digital Agenda is a set of actions that will enhance the use of IT technologies and open new communication channels. It includes:

- a. Update the back-office internal city services. This includes the municipal internal IT systems, e.g. payroll, citizen registry and databases. This also includes actions such as the digital signature and digital documentation.
- b. Improve city services provided to the citizens through the municipal portal and the Digital Services Center. This includes services that the citizens can have access to from their personal computers. Services such as the issuance of a certificate, the payment of a fee, the submission of a query, and so forth can be provided electronically.
- c. Smart city refers to the development of IT technologies used in the public realm. This consists of three interrelated activities: expand a Wi-Fi network across the city districts, introduce broadband networks where possible, and introduce smart sensor monitoring system. Innovative and smart city technologies need to be enhanced and supported by civic engagement procedures such as hackathons, RandD laboratories, FabLabs and Open Schools, etc.

The main objectives of the digital agenda are:

1. Upgrade the IT and telecommunication services of the Municipality
2. Integrate all the departments related to the IT services
3. Create new institutionalized communication channels with external stakeholders, such as universities, private companies and other public authorities
4. Make Athens a smart city

Goal B

Enhance and streamline the city's processes

Resilience Value:

- Promote Digital Adaptation
- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Raise Awareness and Appreciation for the City and its Services
- Invest in Local Capacity Building
- Support and Promote the Local Human Talent
- Provide Incentives for Economic Development
- Simplify Bureaucratic Processes

Action Owners: City of Athens (CDO)

Partners: platform partners, Municipal Companies (ADDMA, DAEM, OPANDA), universities, research centers, CSOs, and private IT companies

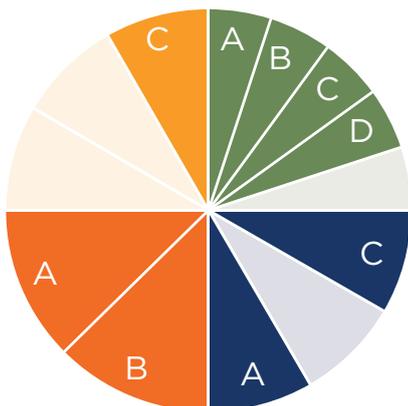
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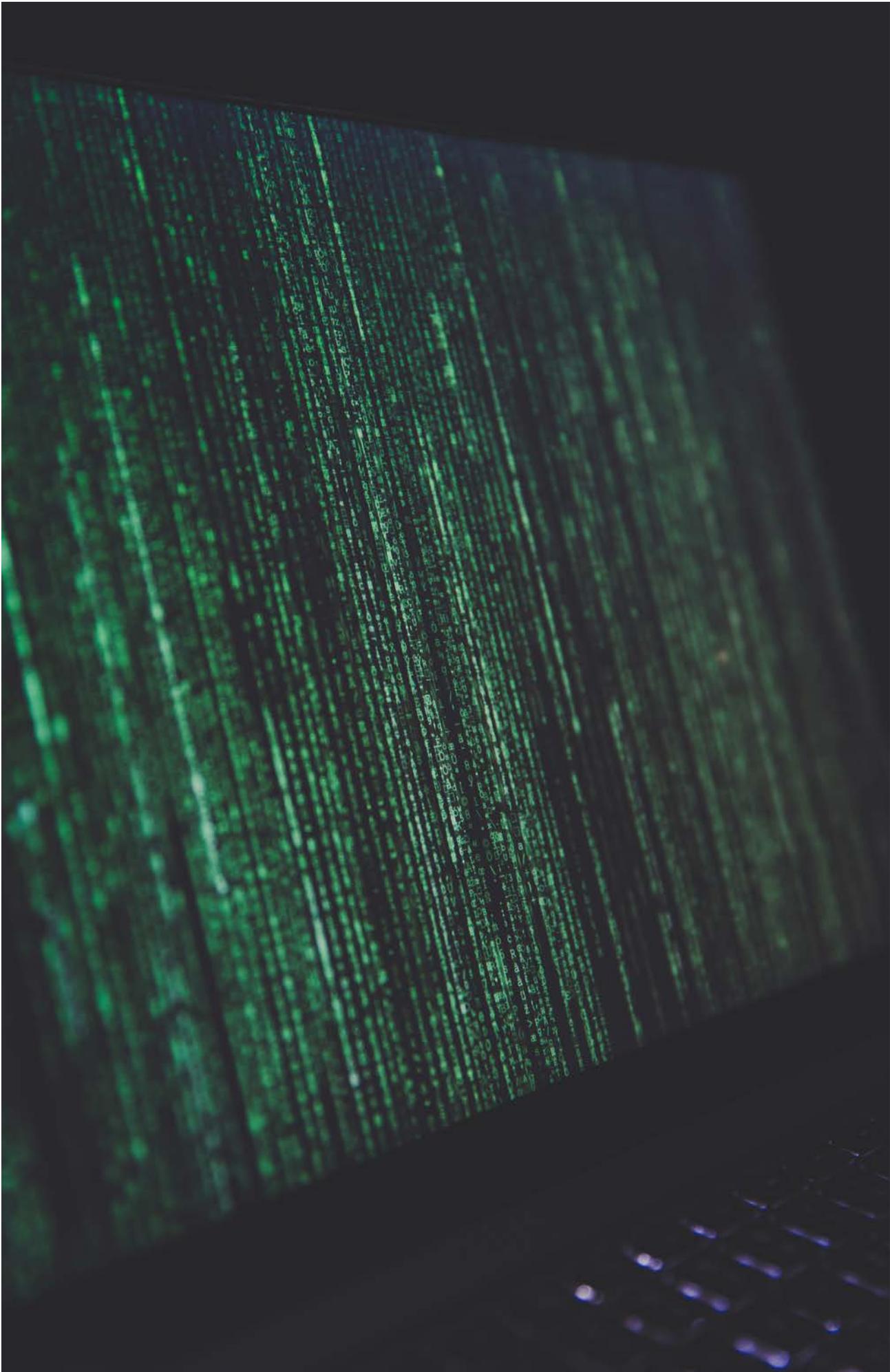


Funding Sources: Municipal funds

Time frame: Medium-term

SDGs goals





B.2

Smart operational center



Description:

The City of Athens will install an Operational Centre in order to digitally collect city data and manage it through centralized procedures. This will be both a data processing and decision-making center. The Smart Operational Centre will upgrade the citizens' quality of life through the following services:

1. Collect information from requests or complaints by the citizens.
2. Central Monitoring and development of administrative intervention possibilities.
3. Coordination between different municipal services.
4. Transmit information to the relevant services and municipal employees, where needed.
5. Real-time performance overview of the city and its decision-making.

Goal B

Enhance and streamline the city's processes

Resilience Value:

- Promote Digital Adaptation
- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Raise Awareness and Appreciation for the City and its Services
- Simplify Bureaucratic Processes

Action Owners: City of Athens (General Secretary's Office and 1595 Department)

Partners: relevant municipal departments

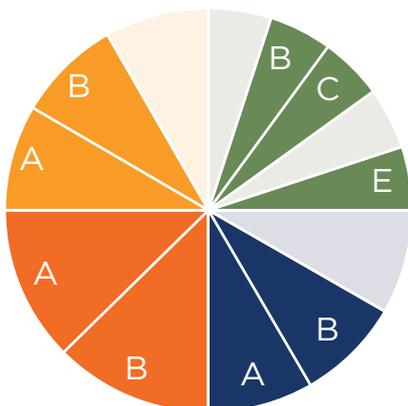
Legislative authority:



Funding Sources: structural funds

Time frame: Medium-term

SDGs goals





B.3

Health and social service centers



Description:

During the ongoing socio-economic crisis, social service needs have increased. This action constitutes a data-driven and evidence-based solution to the way social services and benefits operate, and it will rationalize the fragmented and dispersed system through which social services are currently being delivered. The variety and complexity of the residents' needs underlines the urgency for a holistic approach.

The two components of the Integrated Social Services Network are: A) the installation of a Case Management System – an online platform for social benefits and service applications that allows for digital submission assessment, follow-up and feedback for each applicant. B) the transformation of one Health Clinic to a Multi-service Municipal Centre offering both social and health services.

Currently, the City of Athens is piloting this action through the operation of the Municipal Health Centre at Chanion Str. (6th city district) as a Multi-social Service Centre. This center provides services such as Medical Care, Psychosocial Support Services, Job Instruction and Legal Support. The pilot operation of an Information Technology System connects beneficiaries with other services (information and referral system and case management).

In the health sector, the centers could provide accessible healthcare throughout the city, focusing on diagnostic tests and primary care. Each center will cater specifically to the needs of the surrounding community, including primary care services, first aid and health education programs.

This model should be replicated in the remaining 5 Districts.

Goal B

Enhance and streamline the city's processes

Resilience Value:

- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Raise Awareness and Appreciation for the City and its Services
- Simplify Bureaucratic Processes
- Maximize the Dynamic of the Athenian Neighborhood
- Promote Equitable, Cohesive and Supportive Communities
- Promote Citizens Wellbeing and Ameliorate their Quality of Life

Action Owners: Deputy Mayor of Social Solidarity, Welfare & Equality

Partners: Athens Partnership, Bloomberg Associates

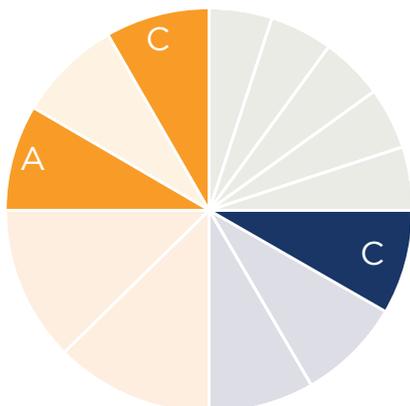
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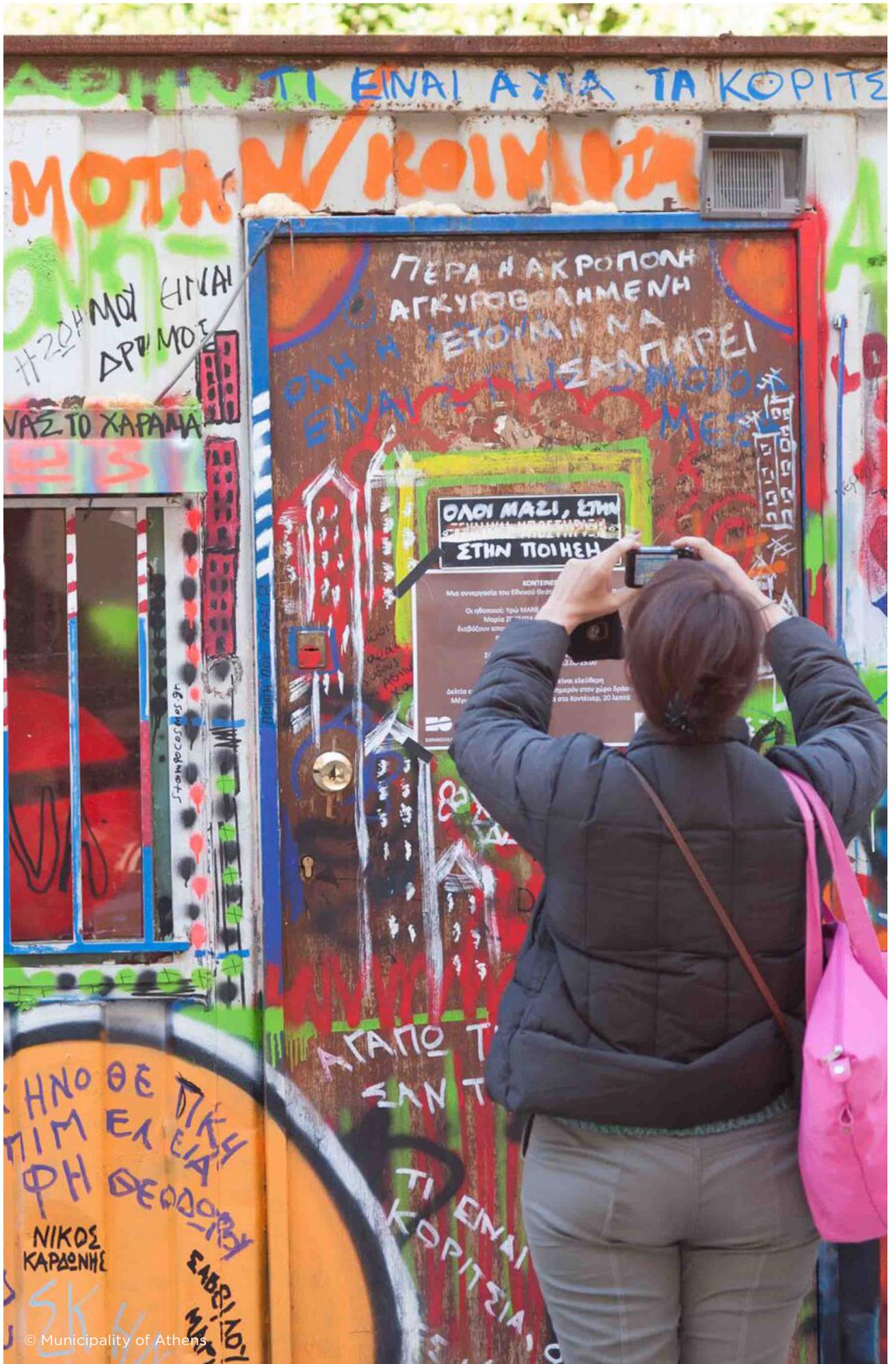


Funding Sources: Municipal and European Funding

Time frame: Short-term

SDGs goals





B.4

Map of the public realm



Description:

There is a strong ambition to improve the public realm in Athens and to increase the use of public space by its citizens. Currently, public spaces are downgraded and poorly maintained due to insufficient resources and planning. Additionally, the illegal occupation of public space constitutes a continuous challenge for Athenians and affects their quality of life.

The City of Athens will map all public open space areas across the city in order to create a dynamic registry and to have an overview and understanding of what currently occupies the public space (vehicles, street furniture, tables and chairs, trees, etc.). The city wants to identify any obstacles that make the city less walkable and appealing. This exercise will set the baseline for a public realm strategy and will help the city understand how these spaces can be improved.

This exercise will set the baseline for a public realm strategy and will help the city understand how these spaces can be improved and how an effective control system can be established. A special group consisting on major city architects and urban planners has already been assembled in order to advise the Mayor and propose solutions for public space design and usage, starting with the historic and commercial center of Athens.

Goal B

Enhance and streamline the city's processes

Resilience Value:

- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the City
- Develop Synergies with City Stakeholders and Enhance Participation
- Promote Citizens Wellbeing and Ameliorate their Quality of Life
- Promote Sustainable Management and Development

Action Owners: Deputy Mayor of Commerce, Development and Public Space Management

Partners: universities, research centers, Athens Development and Destination Management Agency (ADDMA), private sector

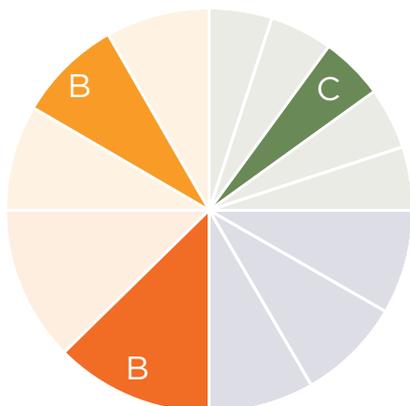
Legislative authority:



Funding Sources: Municipal funds

Time frame: Short-term

SDGs goals



Goal C

Foster collaboration and engagement

The City of Athens has managed to survive the recent socio-economic crisis by forging collaborations among the public, private and civic sectors. This is an increasingly important aspect of city governance and it is absolutely crucial in forging city resilience. This collaboration encourages innovation and is a key aspect of effective city governance. In order to foster resilience, the existing and proposed initiatives have to be streamlined, upscaled and replicated. Assessing and evaluating their impact will be a significant step towards a robust and integrated city fabric.







C.1

Thematic stakeholder platforms



Description:

The city recognized the need to create a platform that includes all of the CSOs and NGOs dealing with health and social services, in order to better communicate to the municipal departments which outside partners are available to assist with the citizens needs. Therefore, the city launched the Social Integration Initiative (SII) that now has more than 160 registered organizations offering health and social services. The civil employees can refer to the platform in order to determine which services are most appropriate to meet the needs of the beneficiaries in case the city does not meet these needs.

This platform could be further expanded so as to include other services provided by the city such as partners in the private sector that can support the cities entrepreneurial initiatives and research and other partners related to greening the city. Additionally, organizations and municipal departments could provide updates on activities and open stable channels of communication through the SII platforms.

In order to achieve greater dissemination and effective impact of these platforms, a crowd-sourcing element should be added. NGOs, research centers and other organizations that wish to connect with the relevant municipal departments will have the opportunity to register directly.

Goal C

Foster collaboration and engagement

Resilience Value:

- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Raise Awareness and Appreciation for the City and its Services
- Promote Equitable, Cohesive and Supportive communities
- Develop Synergies with City Stakeholders and Enhance Participation

Action Owners: City of Athens (Deputy Mayor for Social Solidarity Welfare and Equality, ORS)

Partners: Other Deputy Mayors and relevant municipal departments, Bloomberg Associates, CSOs and NGOs, private sector.

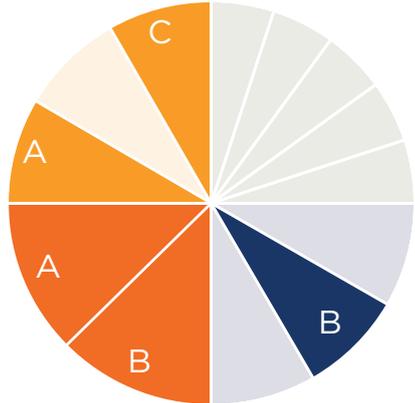
Legislative authority:



Funding Sources: Municipal funds

Time frame: Medium -term

SDGs goals





C.2

synAthina platform



Description:

In July 2013 the City of Athens launched the awarded synAthina platform in order to establish a permanent and effective link between its services and the Athenian NGOs as well as the informal grassroots groups. This is a platform where citizen groups can connect with each other and suggest activities that contribute to the improvement of the quality of life for the Athenians.

synAthina is a common space that brings together, supports and facilitates citizens' groups engaged in improving the quality of life in the city. By coordinating the invaluable resource of the citizens' groups, the City of Athens actively listens to the needs of its people.. By supporting the activities of the citizens the city creates a new perception of the relationship between civic society and local governance and cultivates their dynamic bond.

The main goal of the platform is to help simplify municipal procedures and strengthen citizen participation in the decision-making process. It also aims to encourage citizens to collaborate and network across all seven districts. Moreover, it will suggest educational programs and workshops to help co-create solutions that address small-scale urban issues.

Goal C

Foster collaboration and engagement

Resilience Value:

- Support Integrated Planning and Strengthen Municipal Leadership
- Support Data-driven Policy Making
- Raise Awareness and Appreciation for the City and its Services
- Promote Equitable, Cohesive and Supportive communities
- Develop Synergies with City Stakeholders and Enhance Participation
- Support and Promote Local Human Talent
- Invest in Local Capacity Building

Action Owners: City of Athens (Deputy Mayor for Civil Society and Social Innovation and the Office for Innovation)

Partners: Bloomberg Philanthropies, CSOs and NGOs

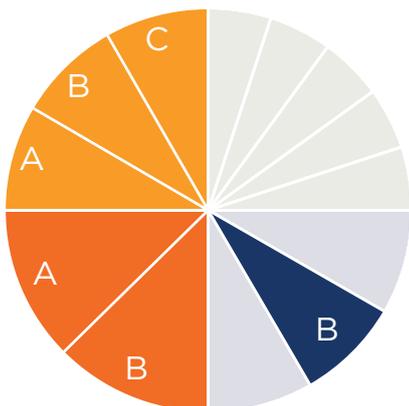
Legislative authority:



Funding sources: Bloomberg Philanthropies

Time frame: Long-term

SDGs goals





C.3

University and city synergies



Description:

Several major academic and research Institutions are located within city boundaries. Academic stakeholders such as professors, students and researchers are continually implementing studies and innovative projects that address important issues for the City of Athens. During the first year of its operations, the Office of Resilience and Sustainability met with many stakeholders from the academic and research sector, and collaborations have already been forged during both the city’s diagnostic phase and the Resilience Strategy design.

Up to date, the city has been fostering and encouraging such collaborations on an ad hoc basis. Through the Athens Development and Destination Management Agency and the INNOVATHENS Hub of Innovation and Entrepreneurship of Technopolis City of Athens, the city has provided new opportunities to young scientists and supported startups and incubators.

The main objective of this action is to establish and standardize long-term collaborations with the academic and research sector by developing a holistic approach to better use this crucial for the city resource.

This can be achieved by connecting university professors, laboratories and students with municipal departments, opening two-way channels of communications, co-organize master classes, events and conferences and finally institutionalizing typologies of collaboration that will sustain an ongoing dialogue with the academic community regarding major municipal endeavors.

Beneficial to the city University synergies should also be established directly with the city communities and neighborhoods. The Municipality should/could provide facilitation and motivation. The ORS together with the Athens University of Economics and Business (AUEB) have been developing a framework that sees the University as a major actor in community development, fostering social and business connections with the people that live around Victoria Square and the Kypseli area of the 6th District. Encouraging the university to play a more active role in shaping the district’s future will be beneficial to the university, its students and the area’s residents.

Furthermore, engaging student and young people at the community level is beneficial for the entire city. The Erasmus Student Network through its contacts with the ORS has already been mobilizing, designing up-cycling platform that would benefit the large migrant and refugee populations of the area as well as a “buddy system” for young refugees. The AUEB students are and can be more present in “creating” the public spaces and volunteering for programs to help the neighborhood, including food festivals and a variety of cultural events.

Goal C Foster collaboration and engagement

Resilience Value:

- Support Integrated Planning and Strengthen Municipal Leadership
- Develop Synergies with City Stakeholders and Enhance Participation
- Support Data-driven Policy Making
- Support and Promote Local Human Talent
- Invest in Local Capacity Building
- Promote Equitable, Cohesive and Supportive communities
- Promote Sustainable Management and Development
- Provide Incentives for Economic Development

Action Owners: City of Athens (ORS)

Partners: universities, Academic Research Institutes, ADDMA, DAEM SA, INNOVATHENS, OPANDA, relevant municipal departments

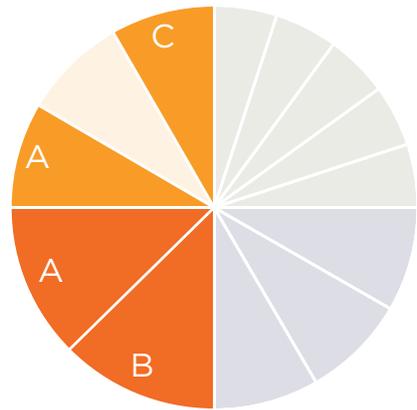
Legislative authority:



Funding sources: Municipal funds, University Funds, Research and EU funded programs

Time frame: Medium-term

SDGs goals





C.4

Athens partnership fund



Description:

The Athens Partnership was created to benefit Athenians by promoting high-impact partnerships between the City of Athens and the private sector, and by leveraging the resources and strengths of both. Through its non-profit fiscal sponsor, New Venture Fund, the Athens Partnership supports innovative public programs – in health, education, community development and other areas of need. The Partnership is an independent, nonpartisan entity that relies on contributions from foundations, corporations and individuals.

Through the Athens Partnership, infrastructure projects and initiatives are supported in order to strengthen social cohesion, economic growth and overall quality of life in the city. The Athens Partnership aims to attract donations from foundations, businesses and individuals, including the Greek Diaspora.

The organization’s operation follows the most modern standards of accountability, transparency and effectiveness, with a special focus on financing innovative and pilot projects that, through modern technology transfer, benefit not only the city but also the municipality. As an independent organization working between the City of Athens and the private sector, it combines the strengths of both to the benefit of the Athenian residents who are the ultimate beneficiaries.

The Athens Partnership follows the tradition of successful models being in operation for many years in other major cities, such as London, New York, Los Angeles and Melbourne, where nonprofit organizations collaborate creatively with municipalities in areas of vital importance, such as sustainable development and the fight against poverty and the economic crisis. Thus, the Athens Partnership has capitalized on the experience we have gained and has upgraded the quality of our cooperation with all of those who intend to help.

Goal C

Foster collaboration and engagement

Resilience Value:

- Support integrated planning and strengthen municipal leadership
- Maximize the dynamic of the Athenian neighborhood
- Promote citizens’ well-being and ameliorate their quality of life
- Provide incentives for economic development
- Promote sustainable management and development
- Maximize urban assets
- Invest in local capacity building

Action Owners: City of Athens (Deputy Mayor for Social Solidarity Welfare and Equality)

Partners: private donors, Bloomberg Associates, New Venture Funds, Various Foundations

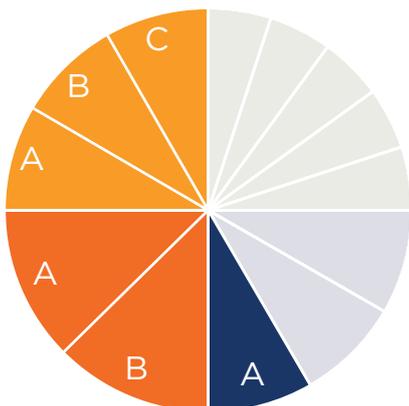
Legislative authority:

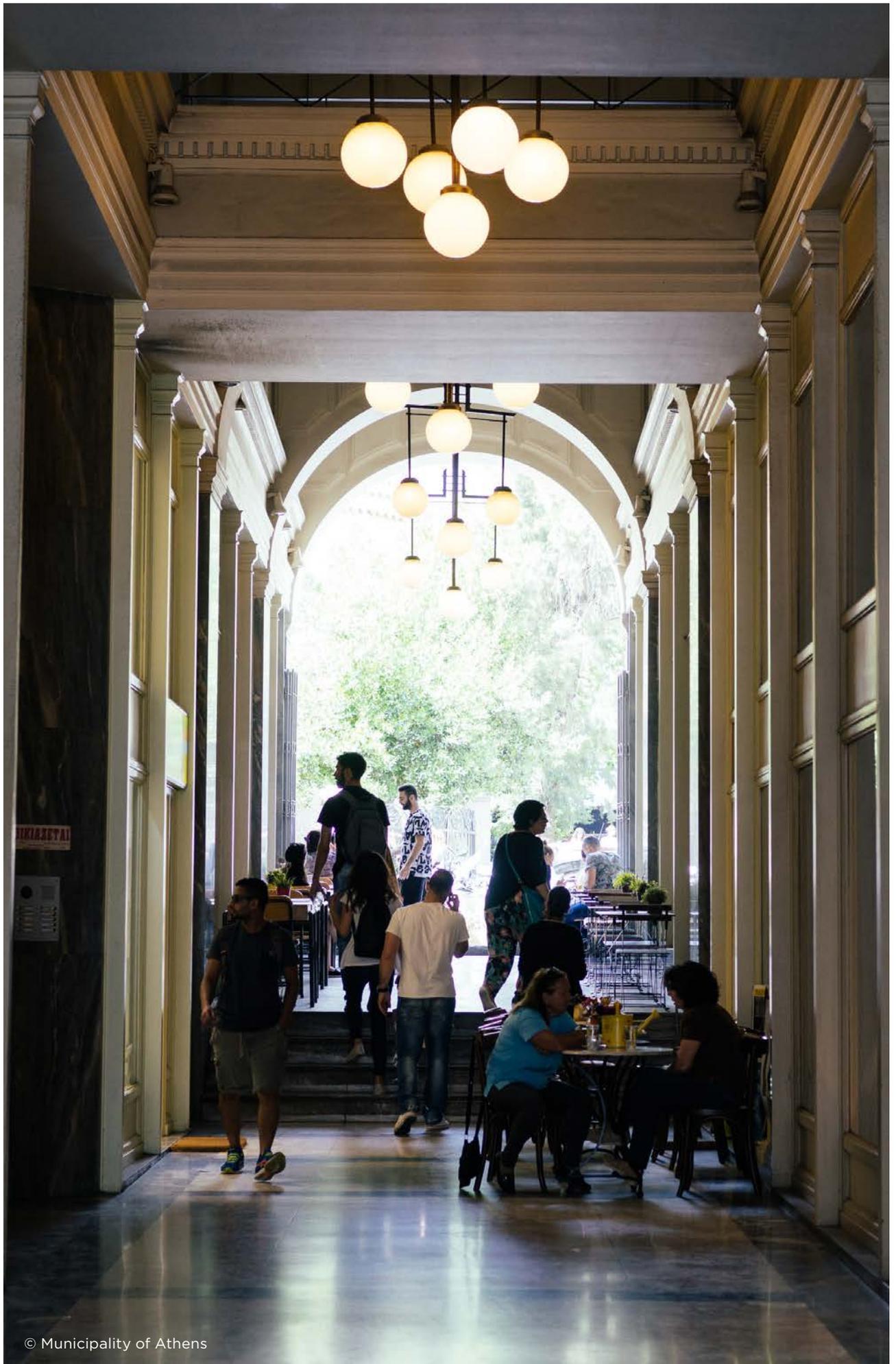


Funding sources: National and International private donors

Time frame: Medium-term

SDGs goals





C.5

Athens Culture Net



Description:

The Athenian culture scene is dynamic, diverse and exceptionally interesting. Museums, galleries, private collections, theaters, performances, and emerging artists are all putting their mark on the city's cultural identity. Over the past few years, major institutions have been developing successful and innovative projects regardless the continuous economic recession.

The City of Athens created the Athens Culture Net (ACN) in order to connect with the city's major cultural institutions. The ACN, operating in partnership with the local government, is a network that promotes the exchange of ideas, encourages collaboration, and shares best practices and resources. This is to help Athens to stand out as a destination of cultural production, creative entrepreneurship and social integration. The network focuses, in particular, on the potential impact that art events can have on public space and urban fabric.

The city will explore ways to promote the ACN and enhance its sustainability in the future. The network should create added value to the city's cultural capital, promote common strategies between different organizations and contribute to the This Is Athens city brand. The ACN should gradually open its scope to include other cultural institutions. The first step could be the adoption of the Small Museums of Athens Network as well as smaller and more niche artistic initiatives.

Goal C

Foster collaboration and engagement

Resilience Value:

- Support integrated planning and strengthen municipal leadership
- Support and promote the local human talent
- Invest in local capacity building
- Provide incentives for economic development
- Promote equitable, cohesive and supportive communities
- Develop synergies with city stakeholders and enhance participation
- Support transparency and accountability
- Enhance and promote communication channels with the citizens
- Promote local culture

Action Owners: City of Athens (Mayor's Office)

Partners: Athens Partnership, Major Cultural Institutions, Other artistic and cultural networks

Legislative authority:



Funding sources: Athens Partnership

Time frame: Medium-term

SDGs goals



Green city

Goals

- A Integrate natural systems into the urban fabric
- B Make our city cleaner
- C Promote sustainable mobility and co-create public spaces
- D Foster sustainable food systems
- E Establish sustainable and equitable energy system

We need nature in Athens. The city of the future will meet our human need for proximity to nature and be able to withstand climate change and environmental challenges.

Objectives and Actions

- A.1 Climate change adaptation action plan
- A.2 Major green areas managing authority
- A.3 Triple green development project
- A.4 Elaionas: a resilient district

- B.1 Waste management action plan

- C.1 Sustainable mobility roadmap
- C.2 Public space rejuvenation initiative
- C.3 Public space co-development framework

- D.1 Sustainable food policy plan

- E.1 Climate change mitigation action plan
- E.2 Energy poverty mitigation roadmap
- E.3 Renewable energy cooperatives

Goal A

Integrate natural systems into the urban fabric

Athens, a city that suffers from heatwaves, flash floods and poor air quality, has historically wasted, misused and mismanaged its natural resources. It needs a culture change to understand, support, and promote its green and blue infrastructures. The city needs to create, as well as, better manage its green areas.

Green city







A.1

Climate change adaptation action plan



Description:

The City of Athens, recognizes that impacts of climate change will continue to affect the quality of life for its citizens. The city plans to implement measures that aim at increasing the city's resilience and protecting the citizens from the repercussions of increasing urban temperatures. Raising temperatures will also lead to a dramatic increase in energy consumption, and will intensify flash floods and poor air quality. city mayors have an important leadership role to play in climate change adaptation policy making. The City of Athens, in collaboration with C40 and the office of Resilience and Sustainability, has just finished drafting its Climate Change Adaptation Action plan (CAAP). This is a summary of all the related actions within this plan.

Goal A

Integrate natural systems into the urban fabric

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Promote digital adaptation
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the City and its services
- Maximize the dynamic of the Athenian neighborhood
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Enhance city's identity
- Promote local culture
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens

Partners: Neighborhood Cities, Ministry of Environment and Energy, C40

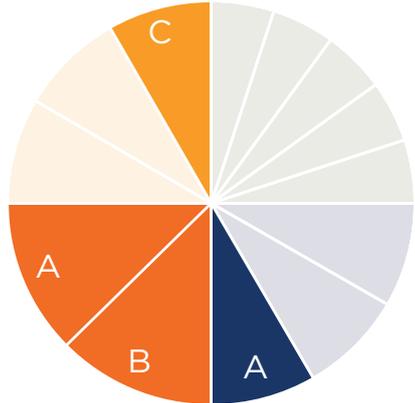
Legislative authority:



Funding Sources: Municipal funds, structural funds

Timeframe: Short-term (Ongoing)

SDGs goals



A.1

Climate change adaptation action plan

A.1.1 Enhance green infrastructure in the city

The City of Athens targets investment into green infrastructure and nature-based solutions that could improve the city's microclimate. These solutions could also limit the urban heat island effect and improve air quality, and reduce the impacts of flooding.. To achieve these goals, the actions to be taken are the following:

- a.** Provide proper maintenance of the existing green areas so as to increase their environmental impact, and implement new planting in existing green areas that belong to the municipality of Athens. (Actions 5.1.1-5.1.2, CAAP)
- b.** Enhance green infrastructure in the regeneration of public spaces. (Action 5.1.3, CAAP)
- c.** Design and create "Green Corridors" both within the municipality of Athens and on a metropolitan scale, in order to improve air circulation and walkability. (Actions 5.1.4-5.1.5, CAAP)
- d.** Undertake the necessary regulatory procedures for establishing new green public spaces in the city. (Actions 5.1.6, CAAP)
- e.** Design and develop pocket parks, parklets, green roofs and vertical gardens in public, private and abandoned properties. (Actions 5.1.7-5.1.10, CAAP)
- f.** Enhance small urban framing boxes in school playground and develop urban farming in parks, public and private lots, roof gardens etc., and promote community farming in a municipal green area. (Actions 5.1.11, CAAP)
- g.** Establish sustainable water management and organic (green byproducts) waste management in all urban green areas. (Actions 5.1.12-5.1.13, CAAP)
- h.** Design and create "Blue Corridors" and enhance other water elements in the city, such as maintaining as well as creating new water fountains. (Actions 5.1.14-5.1.15, CAAP)

Action Owner: City of Athens (Department of Green and Parks with ORS)

Partners: C40, platform partners, synAthina, city of Vienna (MoU), universities, NGOs, CSOs, private sector

Funding sources: Municipal funds, NSRF, private Investments and Donations

Time frame: Short/Medium-term

A.1.2. Built environment

Athens is a very densely and anarchically built city with an aging building stock, high energy demands and low albedo surfaces. The use of sustainable materials and bioclimatic design (cool materials, shading structures, increase of vegetation) can have positive effects on climate change and help protect the city's population. The adaptation measures that are suggested cover a wide range of actions.

The actions to be taken are the following:

- a.** Regulate new pedestrian streets. (Actions 5.2.1, CAAP)
- b.** Establish a regulatory framework for the use of cool and sustainable materials in all municipal public works. (Actions 5.2.2, CAAP)
- c.** Design and develop shading and natural cooling solutions in urban planning and street furniture. (Actions 5.2.3-5.2.4, CAAP)
- d.** Record and monitor existing underground tunnels and develop routes and shelters for the case of future extreme heat waves or other crises. (Actions 5.2.5, CAAP)

Action Owner: City of Athens (Relevant departments and ORS)

Partners: C40, platform partners, universities, private sector

Funding sources: Municipal funds, NSRF, private Investments and Donations

Timeframe: Short/Medium-term

A.1

Climate change adaptation action plan

A.1.3 Public health protection

The municipality is responsible for making available data and services, to all residents, that contribute to the protection and the reduction of the health risks related to high temperatures. The Municipality, through strategic partnerships and the use of new technologies, can ensure the comprehensive dissemination of relevant information. The city also actively pursues better coordination with the relevant government authorities for implementing prevention and protection measures for the general population.

The actions to be taken are the following:

- a.** Expand the “cool centers” network so that citizens can protect themselves during high temperatures. (Actions 5.3.1, CAAP)
- b.** Establish public water fountains so that the public can have access to drinkable water. (Actions 5.3.2, CAAP)
- c.** Protect air quality through establishing regulatory measures for traffic management. (Actions 5.1.3, CAAP)

Improve crisis preparedness of municipal administration services. (Actions 5.3.4, CAAP)

Action Owner: City of Athens (Relevant departments and ORS)

Partners: universities, NOA, General Secretariat of Civil Protection

Funding sources: Own funds

Time frame: Short/Medium-term

A.1.4 Public information and awareness campaign #coolathens

The involvement and participation of citizens and professionals in the actions outlined in this strategy are crucial to the success of the endeavor. Tackling climate change can only be achieved by joining forces with the people.

The actions to be taken are the following:

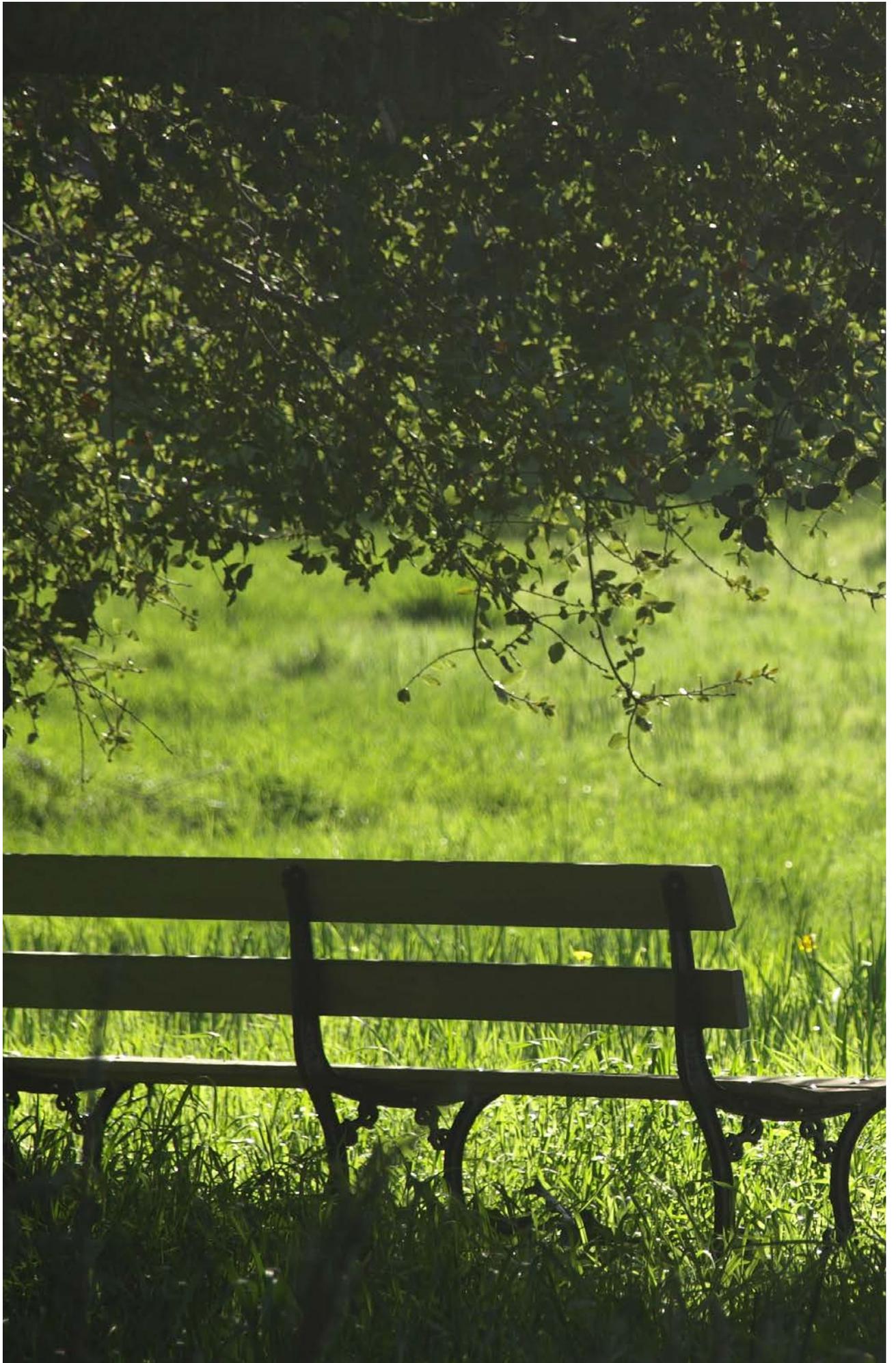
- a.** Promote publicly available personalized information linking high temperatures to health risks through the Treasure Phone and Web Application (NOA) as well as NFC tags and guide high risk populations to an enhanced network of municipal “Cool Centers”. (Actions 5.4.1, CAAP)
- b.** Link all heat related data sources (EU projects, Central Government Institutional Info, NOA and other research centers data) to the Municipal Portal. (Actions 5.4.2, CAAP)
- c.** Establish a series of information and awareness raising campaigns and activities of the general public. (Actions 5.4.3, CAAP)
- d.** Engage the private sector in all the above activities the private. (Actions 5.4.4, CAAP)

Action Owner: City of Athens (Mayor’s Office, relevant departments and ORS)

Partners: universities, research centers, Central Government, private sector, NGOs and CSOs

Funding sources: Municipal funds, private Donations

Time frame: Short-term



A.2

Major green areas managing authority



Description:

Many open green areas exist within the Athenian city boundaries, which directly need strategic planning for their maintenance, management and further development. These large areas fall under the jurisdiction of different authorities. The City of Athens, the Region of Attica, the Ministry of Energy and Environment are some of the key players that need to collaborate and commit economic and other resources managing these green areas.

For example, According to the Presidential Decree (No.187/16-06-2011) article 3, the Management Authority for two major Metropolitan parks, those of Goudi and Ilisia, falls under the purview of the Ministry of Energy and Environment and more specifically the "Urban, Suburban and Metropolitan Areas Planning Directorate." In a similar vein, large areas such as Pedio Areos, Attiko Alsos, Elaionas, Zappeion, LofosArditou should be considered as high priority spaces for the larger metropolitan area, and swiftly establish a) clear juridical authorities, b) budget lines and c) realistic, efficient and sustainable maintenance and development plans.

The city will initiate the conversation with all the involved parties to collaborate with different levels of government (Region, Ministry of Energy and Environment, Ministry of Culture, Ministry of Finance) in order to be able to proceed. This should lead to the creation of a cross sectoral managing authority for most of the important green spaces in Athens (Pedio Areos, Attiko Alsos, Lofos Arditou, Zappeion).

Regarding the other major green areas that fall under municipal jurisdiction, the city has to design and implement sustainable and realistic plans, in order to be able to maintain and develop them. These are urban assets that have been underappreciated and under monitored. New collaborations should be forged with both the private and the civil sectors in order to achieve such a goal. The city will start with the revival of the National Park and the Hill of Lycabetus, two important city landmarks.

This action will give back to Athenians appealing large green open spaces where they can walk, meet with friend, exercise, celebrate, bring some nature into their lives, let their children play. It will have a direct effect on the quality of everyday life as well as the city identity and the branding of Athens, gradually attracting more residents and maximizing the possibility for capital investments. All this is without taking into considerations the enormous benefits vis-à-vis the shocks and stresses that climate change brings to the city.

Goal A

Integrate natural systems into the urban fabric

Resilience Value:

- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the City and its services
- Maximize the dynamic of the Athenian neighborhood
- Simplify bureaucratic processes
- Protect and maintain critical infrastructure
- Enhance city's identity
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (Dept of Parks and Green and ORS)

Partners: All relevant authorities, Urban Lab, CSO's and NGOs, private sector

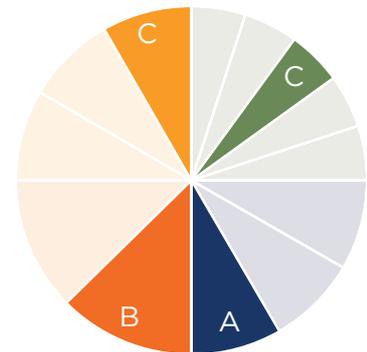
Legislative authority:

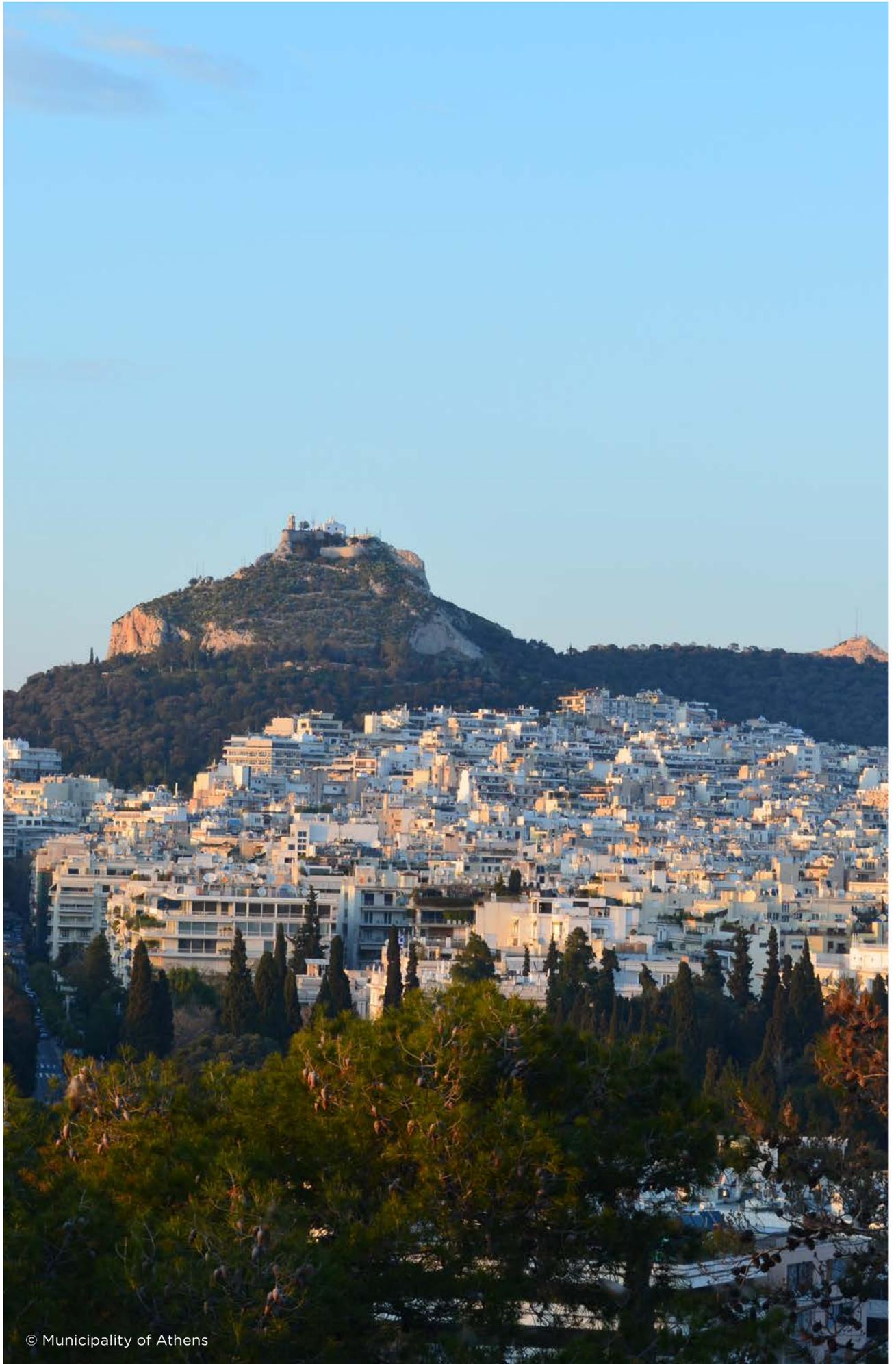


Funding Sources: National, Structural and Municipal funds, private sector Funding

Timeframe: Long-term

SDGs goals





A.3

Triple green development project



Description:

The idea of moving the stadium of the beloved Athens soccer-ball team Panathinaikos away from the center of Athens is not new. Several solutions have been discussed during the last couple of decades and respective plans have drawn and advanced to different stages.

The project regained political and media interest in the beginning of April 2017 following a meeting initiated by the Greek Prime Minister Mr. Alexis Tsipras with the Mayor of Athens Mr. Giorgos Kaminis. The discussion which brought back to the forefront the relocation of Papatinaikos Stadium to the Goudi area plan.

The liberation of the densely populated residential area of Alexandras Avenue from the nuisance of the traffic congestion, noise and generalized unrest that each soccer-ball match brings to the neighborhood would be a benefit. Adding to this, the plan is to create a large green area that connects the stadium lots with the so-called "Refugee Buildings" across the Avenue adds significantly to its appeal.

The Refugee Buildings of Alexandras Avenue are an old-fashioned, almost ramshackle urban formation consisting of eight parallelogram-shaped blocks with a total 228 apartments, very few of which are inhabited today. They were built between 1933 and 1935 to host Refugees arriving in Athens after the Asia Minor war of 1922. In 2009 the whole complex was characterized as a listed buildings, for their historical, cultural, socio-political and architectural heritage value. Today their future use is throttled by legislative decisions that have halted any further development.

The plan of connecting via the creation of a large green area the two sides of Alexandras Avenue, by submerging or lifting above ground part of the Avenue, would bring benefits that far succeed the particular area. The densely build Athens center is today starving for green open spaces that can revive and boost the development of the particular neighborhoods, creating jobs, attracting investments, but also support Athens' climate resilience mitigating extreme heat, flash floods and bad air quality. The same project proposes to design and develop two large and largely abandoned green areas that spill over several municipalities of the metropolitan area: the Goudi Metropolitan Park and the Double Development Area in Elaionas.

Several announcements of different versions of such developmental projects have created a negative precedent. Due to the chronic delays in advance any of these proposals, the conflicting interests of stakeholders, as well as the total absence of proper communication and consultation channels with the Athenian public, this whole proposal should go forth building on a robust process of advocacy, municipal diplomacy, stakeholder engagement.

Goal A

Integrate natural systems into the urban fabric

Resilience Value:

- Support integrated planning and strengthen municipal leadership
- Initiate a Major Regeneration Project
- Promote the quality of life and the well-being of the citizens
- Take measures for Climate Change adaptation
- Support data-driven policy making
- Enhance city's identity
- Create a sense of belonging and ownership
- Maximize the dynamic of the Athenian neighborhood
- Develop synergies with various city stakeholders and enhance community participation
- Promote equitable, cohesive and supportive communities

Action Owners: Cross - Jurisdictional Authority (consists mainly for the following partners)

Partners: City of Athens, Region of Attica, Central Government, platform partners, Athens Development and Destination Management Agency, private sector, Adjacent Municipalities, Panathinaikos FC, universities and research centers, NGOs and CSOs

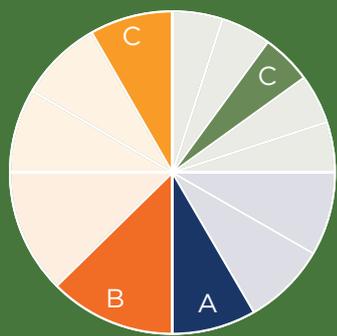
Legislative authority:



Funding Sources: structural funds, Regional Funds, Municipal funds, NSFR 2014-2020

Timeframe: Long-term / aspirational

SDGs goals





A.4

Elaionas: a resilient district



Description:

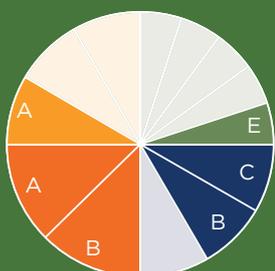
The urban district of Elaionas is a post-industrial area, which is currently regulated to accommodate light industrial uses, logistics and crafts. The overall district has substantial green open spaces (assigned as such by Presidential decree) distributed among the neighborhood blocks.

However, the district remains underutilized because of lack of critical infrastructures, such as roads, sewage and streetscape, political will and investment interest. The current situation is to a large extent a result of conflicting interests, regulatory hurdles, and a lack of a clear vision, that could bring the different levels of government into a dynamic collaboration transforming this areas potential into an amazing part of the city. Apart from the central government administration delaying the implementation of critical infrastructure work in the area, the Athens municipality has also not completed the required urban studies for 30% of the Elaionas (approx. 45 hectares), as it also lacks adequate funding for the expropriation the provisioned spaces.

The envisioned project includes the revitalization of the entire district with a complete transformation, starting from the required infrastructures. As the city owns substantial land in the area, it is proposed that such real estate is utilized to provide (co-)working spaces for the creative and clean-tech industries in order to create an innovation district, of co-creation, green development and clean-tech innovation. The municipality can explore the potential for new modes of collaborative city-making in a networked society. For example the municipality can set the operational, land-use, and environmental framework, inviting proposals from Athenian architects, urban planners and landscape architects for the design of the different lots it owns. The principles will be those of innovation, holistic sustainable management (energy and waste neutral, high green ration, circular economy, etc) and urban well being providing the district with new types of sport facilities.

For the initiation of the above vision, the following actions/studies are required:

- urban studies for the remaining part of the district (45 hectares)
- technical studies for the main infrastructure, under municipal authority
- strategic and business plan for the utilization of municipal real estate and its sustainable development
- collaborative city-making methodology pilot



Goal A

Integrate natural systems into the urban fabric

Resilience Value:

- Enhance and promote communication channels with the citizens
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the city
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Enhance city's identity
- Promote local culture
- Support and promote the human talent
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (relevant departments and ORS)

Partners: Region of Attica, platform partners, ADDMA, universities, Athens Development and Destination Management Agency, Ministry of Economy and Development, Creative Industries

Legislative authority:



Funding Sources: structural funds, Regional Funds, Municipal funds, NSFR 2014-2020

Timeframe: Long-term

SDGs goals

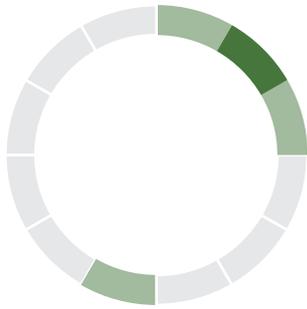


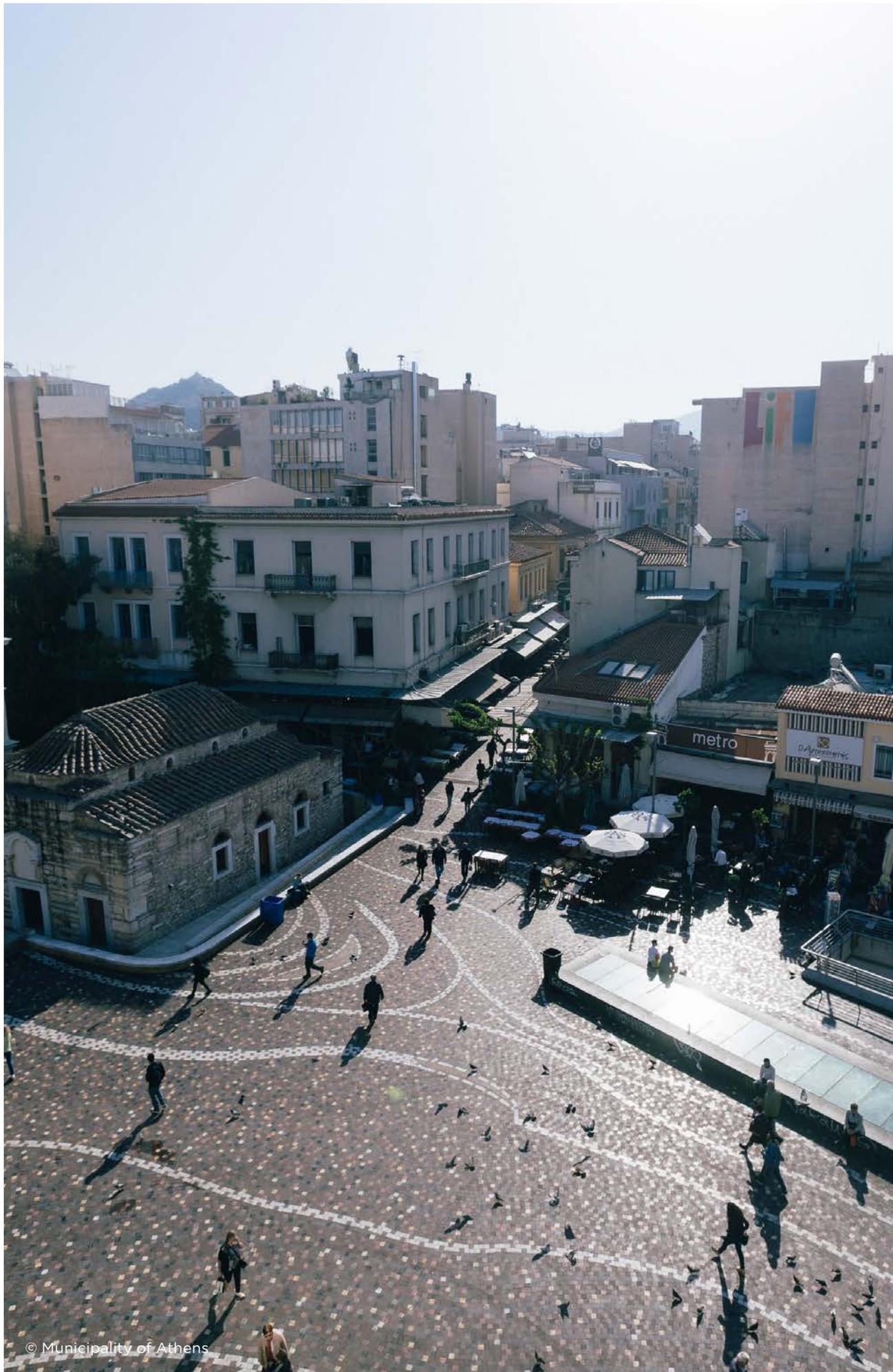
Goal B

Make our city cleaner

The city has been struggling with, keeping its public spaces clean, free of "noise" and pollution. This important "quality of life" issue is a crucial indicator of effectiveness and accountability. Developing a forward looking and data driven waste management plan is among the top most priorities of our city's resilience.

Green city







© Municipality of Athens

B.1

Waste management action plan



Description:

The City of Athens Sanitation Directorate carries out the collection of municipal waste. This involves a 24-hour service, which operates 365 days a year. Currently there are 178 different waste collection programs implemented by the Waste Collection Department of the Sanitation Directorate. These programs serve the 664,046 permanent residents of the city and almost 4.000.000 tourists per year.

There is a need to develop and implement a Resilient Waste Management Action Plan that will include new models of waste management tailor-made for Athens. The Resilient Waste Management Action Plan will be fully aligned with the Local Waste Management Plan that was submitted to the Region of Attica. Currently, the Resilience and Sustainability Office is in close collaboration with the Mayor, the General Secretary and the Deputy Mayor for Waste Management creating a new and improved Operational/Business Plan. In parallel, the Resilience Office asked from ARUP (our Strategy Partner) to develop a waste study (assessment of existing state of affairs and proposed future actions) and organized a problem-framing workshop in collaboration with 100RC Platform Partner, citymart. The results of these two studies, together with the development of a Modeling and Mapping Tool in collaboration with Findyr (100RC platform partner) consist the basis for the development of a Resilient Waste Management Action Plan.

Goal B

Make our city cleaner

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Promote digital adaptation
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Simplify bureaucratic processes
- Protect and maintain critical infrastructure
- Enhance city's identity
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services, ORS)

Partners: citymart, Findyr, ATHENA Research Center

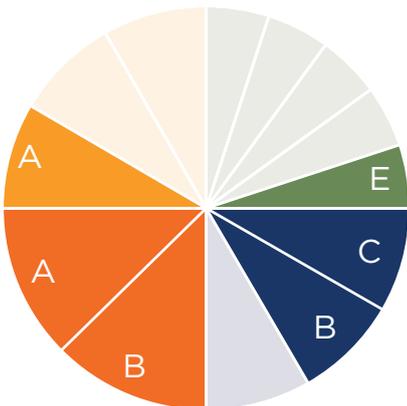
Legislative authority:



Funding Sources: Municipal funds

Timeframe: Short and Ongoing

SDGs goals



B.1

Waste management action plan

B.1.1 Efficient waste management logistics

The City of Athens currently has limited resources to keep the city clean. The economic crisis has led to public budget cuts, more bureaucratic and time-consuming public procurement, as well as reductions in staffing. As a result, current waste management and cleaning service programs are inefficient and in a state of continual crisis.

The city needs to improve its logistics by combining the purchase of new equipment and the efficient management of equipment, human resources and available budget. The local waste management action plan proposes several logistics actions such as the development of a waste transfer station.

Action Owner: City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)

Partners: citymart, Findyr, ATHENA Research Center

Funding sources: Municipal funds

Time frame: Short-term

B.1.3 Design and enhance stakeholder engagement in waste management

During the implementation of Phase II of the Resilient Athens Program, the collaboration with citymart and ARUP has provided new innovative proposed solutions in waste management. Citizens must play a crucial role to help improve the process of waste collection and city cleanliness. Waste and cleaning of the city are the most important aspects of the everyday life of the Athenians and measures need to be taken by both the city services and the citizens.

stakeholder stakeholder engagement action plan will be designed in order to support the communication and awareness campaigns, together with the supportive actions that will take place in parallel.

Action Owner: City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)

Partners: citymart, Findyr, ATHENA Research Center, CSOs and NGOs, synAthina

Funding sources: Municipal funds

Time frame: Short-term

B.1.2. Design a forward-looking and innovative recycle and reuse program for athens

The Recycle and Reuse Program in Athens is not working properly. Several problems, such as lack of bins, broken trucks and lack of human resources, have reduced the capacity of the recycling programs in Athens. On the other hand, the collaboration with the Hellenic Recovery Recycling Corporation (He.r.r.Co) is under evaluation by both parties, and even though the contract between the parties is overdue there is a need to redefine the scope of work towards a more efficient Recycling/ Reuse Program.

This action includes also the development of integrated "Green" Points in the city. These points will directly alleviate the current collection and transportation problems.

Action Owner: City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)

Partners: citymart, Findyr, ATHENA Research Center

Funding sources: Municipal funds

Timeframe: Short-term

B.1

Waste management action plan

B.1.4 Incorporate data provided by the city on a daily basis

This action is emerging from the need the city has for open and digital data. As mentioned in the previous actions, performance monitoring of many city activities is crucial, and that is especially true for the waste management and cleaning services of the city. Currently, city services monitor the performance through analogue data and hard copies. Due to the lack of capacity, this monitoring is insufficient and many times with no results.

The main objective is to digitalize the whole process and to target two main areas. The first goal is to develop new data-driven policies and the second is to demonstrate the performance of the city's waste management services to the citizens.

Action Owner: City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)

Partners: citymart, Findyr, ATHENA Research Center

Funding sources: Municipal funds

Time frame: Short-term

B.1.5 Value and job creation through circular economy

The circular economy provides solutions for many environmental, economic and geopolitical challenges that cities worldwide are facing. It provides the next step in resilience building, as it transforms waste into critical resources.

Athens should do an opportunity mapping in order to identify which of its sectors can make the most impact in: value creation, job creation, better air quality and reduction in CO2 emissions, competitiveness in global markets, and reduction in resource use. It seems like our household waste system, and specifically our organic waste chain, could be a potential driver for the transition to circularity, i.e. one of the sectors that we could focus on in order to develop innovative strategies on how to extract value and create jobs.

Action Owner: City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services, ORS)

Partners: Citymart, Rebuild by Design, Veolia

Funding sources: Municipal funds, 100RC

Time frame: Medium-term to long-term

Best Practices: Amsterdam // Glasgow // New York

Goal C

Promote sustainable mobility and co-create public spaces

The city has been struggling with, keeping its public spaces clean, free of "noise" and pollution. This important "quality of life" issue is a crucial indicator of effectiveness and accountability. Developing a forward looking and data driven waste management plan is among the top most priorities of our city's resilience.

Green city





ISOCARP urban planning seminar - Envisioning Future Cities: Athens

Architects and urban designers should respond to this constant evolution and transformation by developing architectural and urban systems that allow for flexibility – permitting structure, programs and use to adapt and change based on shifting needs over time. Design questions in Athens must be approached in the expectation that the city will reshape itself throughout its life, building resilience into the development model as a result. Crucially, this adaptive perspective will allow for different modes of intervention in different conditions, whether stable or fleeting.

A seminar will be organized by ISOCARP and Resilient Athens during 2017 with 13 local urban planners/architects and 13 members of ISOCARP (HABITAT 3 Urban Agenda)

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C.1

Sustainable mobility roadmap



Description:

Currently, there is a high dependency on cars to move around the city. There is limited public transportation infrastructure and therefore an increase in traffic congestion and poor air quality. In order to address these challenges, the Athens Mobility Forum will be responsible for leading the process of implementing Athens Sustainable Urban Mobility Plan (SUMP).

The Forum could eventually evolve into the Athens Mobility Agency which would be the governing body for the delivery of the SUMP. It can ensure that the plan is coordinated with all the relevant stakeholders across all city scales.

The main objectives of the Athens Mobility Forum are the following:

1. Institutional framework and governance
2. Multi-scale approach to urban mobility
3. Holistic and multimodal approach to urban mobility
4. Incremental implementation of a mobility plan

The first steps to be taken by the Municipality are described in the supporting actions.

Goal C

Promote sustainable mobility and co-create public spaces

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Promote digital adaptation
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leaderships
- Maximize the dynamic of the Athenian neighborhood
- Combine essential services with dynamic urban development
- Promote equitable, cohesive and supportive communities
- Enhance city’s identity
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents’ well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (General Secretary and relevant departments)

Partners: Technical University of Athens, Green fund, Ministry of Environment and Energy

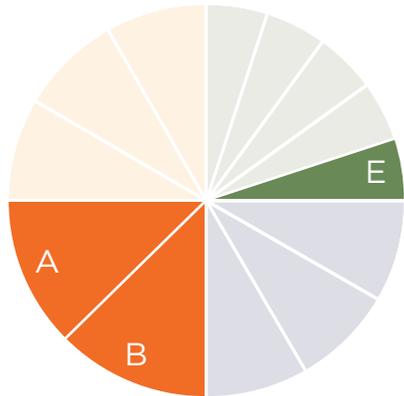
Legislative authority:



Funding Sources: Municipal and structural funds

Timeframe: Medium-term

SDGs goals



C.1

Sustainable mobility roadmap

C.1.1 Sustainable urban mobility plan

Currently the City of Athens is developing a strategic plan for urban mobility. Funding for the Sustainable Urban Mobility Plan is provided by the "National Green fund." The plan will be designed and implemented under the authority of the General Secretary in collaboration with a team from the Technical University of Athens. The SUMP will be finalized by the end of 2017.

Action Owner: City of Athens (General Secretary)

Partners: Green fund, Technical University of Athens, platform partners

Funding sources: structural funds, Municipal funds

Time frame: Medium-term

C.1.2 Urban cycling plan

The Urban Cycling plan is designed consistently with the Regional Cycling plan, which is currently being implemented across several municipalities in the Attica Region. The Region of Attica has allocated a budget of 10 million Euros for the construction of the north axis of a cycling lane which is currently in progress.

Following the development of the North axis that connects Gazi to Kifisia, the Urban Cycling plan suggests the following actions:

- Promote cycling in the Athens Historical and Commercial Triangle
- Create new cycle lanes that connect the basic North and South axes
- Create new parking lots for bicycles
- Implement communication and information campaigns for younger ages
- Incorporate bicycle in the touristic development of the city

Crowd-sourcing has been successfully used as an online problem solving and production model that presents great potential in the area of bicycle route planning. It taps into the collective intelligence of networked communities to co-create and support local policies and programs, as well as improve community engagement. We suggest that the first bicycle routes designed for the center of Athens should also take in to consideration the desires and proposals that the city will crowd-source through an open call to the Athens bicycle communities.

Action Owner: City of Athens, Resilience and Sustainability Office

Partners: private donors, Athens Partnership, Technical University of Athens, platform partners

Funding sources: structural funds, Municipal funds

Time frame: Medium-term

Best Practices Copenhagen, Boston and New York

C.1

Sustainable mobility roadmap

C.1.3 Extend the pedestrian zones in the city

Currently, the City of Athens implements a pilot project in the Athens Commercial Triangle that mainly focuses on the creation of pedestrian areas. The city services have allocated funds for the extension of these pedestrian zones in the surrounding areas. The main objective is to replicate these actions to other city districts. A large-scale traffic and mobility study will be implemented in order to explore new ways to develop pedestrian zones, disabled roads and to extend the controlled parking zones.

Action Owner: City of Athens, Resilience and Sustainability Office

Partners: Green fund, Technical University of Athens, platform partners

Funding sources: structural funds, Municipal funds

Timeframe: Medium-term

C.1.4 Establish electric bus lines

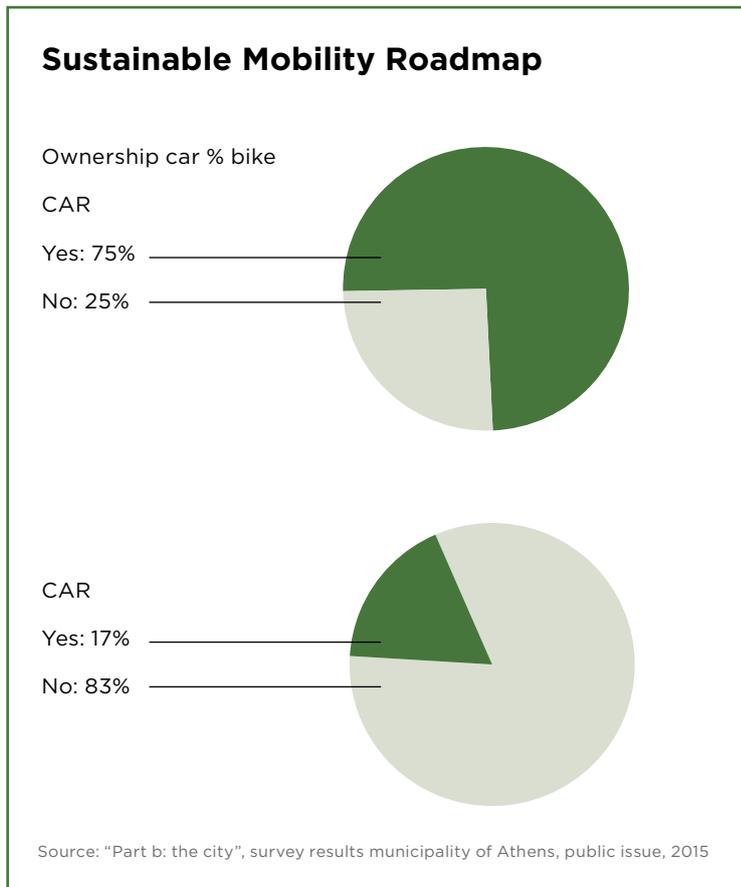
The City of Athens is trying to establish new sustainable technologies in the field of public transportation. It is looking into establishing two electric bus lines. One will cover an existing gap in public transportation between the 6th and 7th districts and the other bus line will connect major cultural and historical landmarks of the city center.

Action Owner: City of Athens (General Secretary and ORS)

Partners: Athens Transportation Company, METRO, private sector

Funding sources: structural funds, Municipal funds

Time frame: Medium-term





C.2

Public space rejuvenation initiative



Description:

Athens' public space has been heavily neglected over the past few years. The city is currently developing new strategies aiming at revitalizing and regenerating these areas. One of them is the OPANDA initiative Culture Defeats Darkness that supports and brings cultural activities to heavily degraded urban areas. The end goal of this initiative is to regenerate depressed areas by bringing back the life to their public spaces. The city will upscale this methodology in depressed but liveable areas such as Victoria square and parts of Kypseli district. This will include a series of performances, cultural events, and small-scale cultural interventions supported by digital technologies. The project will be enforced by synergies between major cultural organizations in order to maximize its visibility and success. The action builds on this belief in order to cultivate a new approach for Athens; public space and to enforce the productive collaborations between the municipal government and city's cultural organizations.

Goal C

Promote sustainable mobility and co-create public spaces

Resilience Value:

- Support integrated planning and strengthens municipal leadership
- Raise awareness and appreciation for the City and its services
- Maximize the dynamic of the Athenian neighborhood
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Develop synergies with various city stakeholders and enhance community participation
- Contribute to a cleaner environment
- Promote the quality of life and the well-being of the citizens

Action Owners: City of Athens (ORS)

Partners: universities, synAthina platform, Deputy Mayor for Social Innovation and Civil Society, Civil Society, City Districts, OPANDA, Athens Culture Net, Major Cultural Organizations

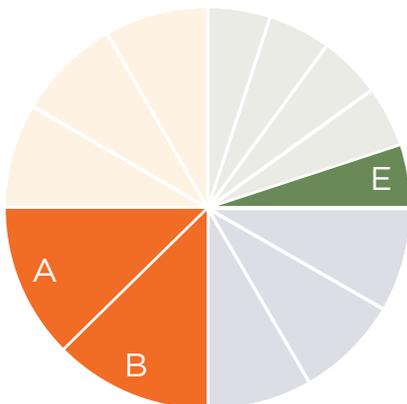
Legislative authority:

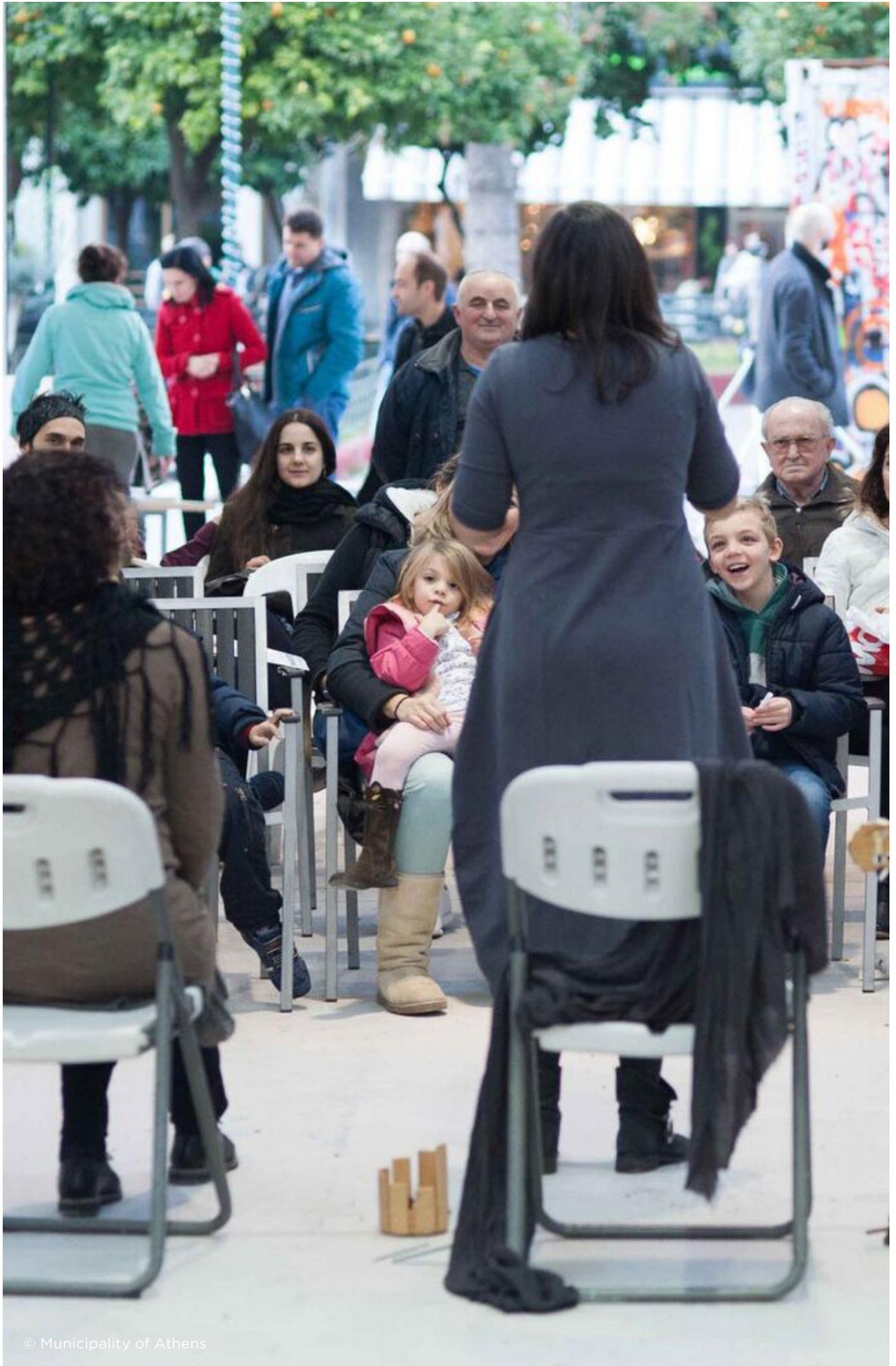


Funding Sources: Municipal and structural funds

Timeframe: Medium-term

SDGs goals





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C.3

Public space co-development framework



Description:

Athens' public space has been heavily neglected over the past few years. Well-maintained streets, curbs, sidewalks, lighting, transit stations, parks and facilities signal a sense of well-being and municipal responsiveness that needs to be restored in the mind of Athenians.

The city will draft and implement a policy regarding the maintenance of public space that will take into consideration the limited municipal funds as well as Athens' human capital. We will develop an action framework that will combine several Trans-Atlantic Policy Lab (TAPL) proposals along with two EU funding proposals (Urban Innovative Action and ICT-11-2017 "Collective awareness platform for sustainability and social innovation") in order to foster collaborations around public space maintenance and co-creation, and to catalyze participatory activities in the city.

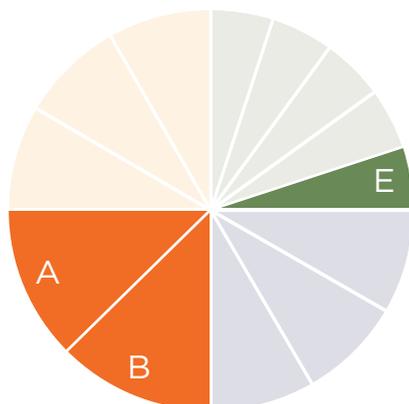
The action framework will be based on the following project ideas:

1. We Are Athens Initiative:

Launch the We Are Athens initiative to beautify the 3rd and 6th districts and support the long-term maintenance of public space. We Are Athens seeks to develop a sense of community responsibility by empowering residents, visitors, homeowners, renters, business owners and NGOs to define the quality of life in their communities and establish a culture that supports the maintenance of public space.

2. Athens Creates program:

The Athens Creates program aims to embed art into public space, which proposes a creative placemaking program that promotes public life in the 3rd and 6th districts. Athens Creates is composed of a series of temporary placemaking interventions that are hands-on and participatory. Given the municipality's limited budget, temporary interventions will produce the best results.



Goal C

Promote sustainable mobility and co-create public spaces

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the City and its services
- Maximize the dynamic of the Athenian neighborhood
- Support and promote local human talent
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Simplify bureaucratic processes
- Protect and maintain critical infrastructure
- Enhance city's identity
- Promote local culture
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (Deputy Mayor for Commerce, Development and Public Space Management and ORS)

Partners: TAPL, universities, NGOs and CSOs, research centers, Urban Lab, Deputy Mayor for Social Innovation and Civil Society, City Districts, OPANDA

Legislative authority:



Funding Sources: TAPL and Municipal funds

Timeframe: Medium-term

SDGs goals



Goal D

Foster sustainable food systems

The City of Athens needs to develop sustainable and resilient food systems. The economic crisis has left a significant part of the population unable to meet its basic food needs. It has increased oligopolies in food distribution. It also generally affected the quality of food consumed, increasing dependency on processed and imported foods, resulting in health problems and obesity among vulnerable populations.







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D.1

Sustainable food policy plan



Description:

The Municipality of Athens is in the process of designing and implementing a Sustainable Food Policy. The process started through an URBACT Sustainable Food Network. URBACT managed to mobilize and attract diverse people, among them members of the city Council and the city Administration, experts, chefs and researchers, as well as different civil society organizations and actors. A Local Action Plan has already been drafted. Next, the city needs to form a Food Council, invite stakeholders, open the dialogue and define the Council's function within the administration. We want the Council to set the framework for a sustainable food system in our city. The Council will facilitate the dialogue between the civil society and the Municipality's decision-making bodies in the three food focal areas: production, distribution and appreciation of good food. The goal is to ensure urban **food resilience as well as nutritional education and security, support and enhance the blooming food entrepreneurship and tourism in Athens, connect with peri-urban food producing municipalities, procure green food and minimize food waste** across all steps of the metabolism of the city.

Goal D

Foster sustainable food systems

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Maximize the dynamic of the Athenian neighborhood
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city's identity
- Promote local culture
- Support and promote the human talent
- Champion developmental instead of humanitarian approaches
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (ADDMA and ORS)

Partners: C40 Food Network, Milano Urban Food Policy Pact Steering Committee, Bloomberg Associates, Deputy Mayor for Children, Deputy Mayor for Migration and Refugees, Deputy Mayor for Civil Society and Social Innovation

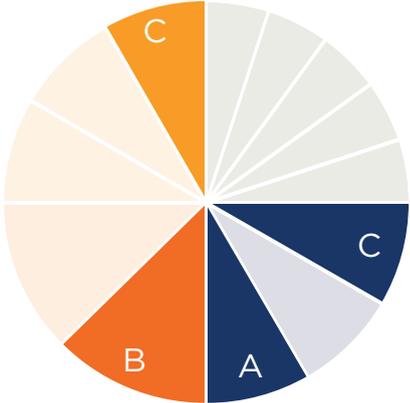
Legislative authority:



Funding Sources: Municipal and private funds

Timeframe: Short-term, Ongoing

SDGs goals



D.1 Sustainable food policy plan

D.1.1 Implement a local action plan

At the moment, Athens has developed a local action plan that includes the following key actions:

a. Introduce the concept sustainable food systems to the Municipality, **b.** Upscale the municipal food policy lab **c.** Connect and create synergies between varied urban food resources and systems **d.** Provide continual education on sustainable food, **e.** Create a food hub **f.** Support Athens' food resilience through school food gardens, urban farming, small production of food at the household level **g.** Cover basic food needs of the vulnerable population **h.** Ensure access to good food for all **i.** Support producer-consumer networks **j.** Network with and promote stores selling local food products **k.** Establish organic food markets in Athens **l.** Commission a study on food logistics ("who feeds Athens") with future scenarios on food access **m.** Support and promote food culture and tourism **n.** Finally, design a towards-zero-food-waste strategy.

Action Owner: Sustainable Food Policy Lab, ORS, City of Athens, Innovation Office

Partners: Bloomberg Associates, Academic Community, Major Food production – consumption –distribution organizations, NGSs and SCOs, Ministry of Culture, Ministry of Development

Funding sources: Municipal and private funds, Structural funds

Time frame: Medium-term

D.1.2 Develop Varvakeios downtown food market

Varvakeios Food market is an incredible asset to the city Center and it represents the Food Policy Plan Flagship. Making it a beautiful and vibrant Athenian Food Hub can be easily envisaged. It is currently in decay and disarray. The City of Athens will design a refurbishment plan, which includes a restoration plan for the old train-station-looking building (early 1900) and the surrounding area including Varvakeios square, and a feasibility, logistics and management plan regarding its shop owners. Varvakeios Food Hub is an entrepreneurial node involving all aspects related to food. At the moment, its basic operation is retail food selling. This could be enhanced so that Varvakeios becomes a 24-hour cultural and tourism center combined with the multifaceted thematic of food.

Action Owner: City of Athens, (General Secretary and ORS)

Partners: OKAA (Central Markets and Fishery Organizations), Panteion University, Athens Development and Destination Management Agency (ADDMA), Bloomberg Associates

Funding sources: Own funding and private Public Partnerships

Timeframe: Short-term to medium-term

D.1

Sustainable food policy plan

D.1.3 Towards zero food waste

The City of Athens has been addressing food poverty through municipal solidarity structures such as KYADA (City of Athens Hospitality and Solidarity Center) and a robust set of social welfare policies. And while in 2012 the eligible applicants for food support were around 7000 people, today there are around 25,000 people who receive a food basket or food coupons weekly. In addition to the municipal efforts, there is a significant bottom-up movement of SCOs and NGOs that today provide food and food-related services, including Boroume which up-cycles leftover food.

The City of Athens will build a strategy that reduces significantly food waste, with a 2050-zero-food-waste target.

Action Owner: City of Athens (ORS)

Partners: Bloomberg Associates, Boroume, WWF, SynAthina, Feeding5000

Funding sources: National and private funds

Time frame: Medium-term to Long-term

D.1.4 School street market pilot project

In a municipality with high unemployment and elevated rates of child poverty, schools can play a crucial role in improving social equity and labor market innovation. Food can serve as an anchor for action-based, intercultural and cross-class learning experiences, especially when street markets are employed as a means to encourage exchange. A unique opportunity exists to leverage the municipality's rich food culture, the historical urban fabric, intellectual and artistic professional culture and innovative school policies in order to open school grounds to the community. This project improves the well-being of children in the target districts and builds long-term skills through self-organized forms of learning.

Key activities include: a. Organize a School Street Market Team to plan and advance a School Street Market Pilot Project b. Use everyday objects (food) and everyday practices (a street market exchange) to situate lessons within place-based education c. Involve local leaders and civic associations in developing employment prospects for students still at school.

Action Owner: City of Athens (ORS)

Partners: TAPL, Deputy Mayor for Children, Schools Open to the Neighborhood

Funding sources: TAPL

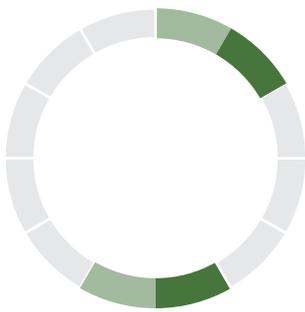
Time frame: Medium-term to Long-term

Goal E

Establish sustainable and equitable energy system

The City of Athens has not had a Climate Action Plan until now. The baseline study of 2014 has indicated wasteful patterns of consumption and prominent GHG emission sectors, facilitating data driven and forward thinking policy making.

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E.1

Climate change mitigation action plan



Description:

The City of Athens has joined the global efforts of cities to mitigate climate change and reduce greenhouse gas emissions (GHG). The Climate Change Mitigation Action Plan (CMAP) focuses on actions that aim at reducing energy consumption at the city level. The City of Athens has developed a GPC-compliant GHG emissions inventory, using 2014 as baseline year, through analyzing municipal, residential and commercial energy consumption. This also includes transportation, solid waste management and all related emissions. The greenhouse gas emissions were estimated at 5,069,040 tons of CO₂equivalent which is equal to 7.63t/capita. The reduction target set is 40% reduction in GHG by 2030. Furthermore, the measures taken to mitigate climate change offer wider benefits to the city, such as financial (deriving from the reduction of energy costs) and social (deriving from job creation and protection of vulnerable population).

Goal E
Establish sustainable and equitable energy system

Resilience Value:

- Support data-driven policy making
- Support integrated planning and strengthen municipal leadership
- Promote sustainable management and development
- Provide incentives for economic development
- Develop synergies with city stakeholders and enhance participation
- Support transparency and accountability
- Enhance and promote communication channels with the citizens
- Promote digital adaptation
- Raise awareness and appreciation for the City and its services
- Maximize the dynamic of the Athenian neighborhood
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Enhance city's identity
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (relevant depts. and ORS)

Partners: C40, platform partners, universities and research centers

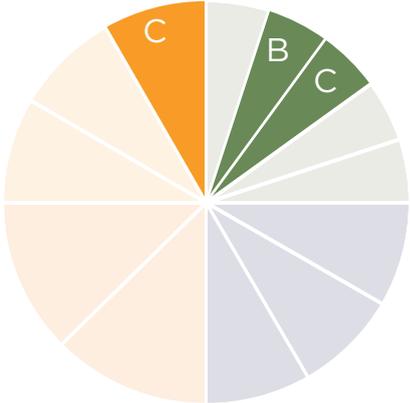
Legislative authority:



Funding Sources: NSRF2014-2020, other EU funding, PPP/ESCOs, Municipal funds

Timeframe: Short-term (ongoing)

SDGs goals:



E.1

Climate change mitigation action plan

E.1.1 Municipal buildings and public lighting

a. The City of Athens owns and is responsible for the maintenance of over 1000 buildings. Most of them have been constructed in the period 1960-1990 and lack thermal insulation resulting in high energy demands. The City of Athens has implemented and will continue to implement energy retrofits and soft energy-saving actions within its buildings to improve efficiency and reduce energy costs. The use of Renewable Energy Systems on buildings is also another important factor for reducing GHG emissions. (Action 6.1.1., CMAP)

b. The city is upgrading street lighting, replacing the existing 25-year-old network, with LED technology. Municipal street lighting network covers 930km in the city expanding over 3300 streets. It corresponds to 66% of the total annual municipal electric energy consumption. The number of luminaires is estimated at 45000. The City of Athens is currently conducting a photo-technical study on the street lighting. (Action 6.1.2., CMAP)

Action Owner: City of Athens (Relevant departures and ORS)

Partners: C40, platform partners, universities and research centers, private sector

Funding sources: NSRF, Municipal funds, private donors

Time frame: Short-term (ongoing)

E.1.2 Commercial and residential sector

a. The City of Athens will establish dedicated campaigns to raise citizens' environmental awareness, encouraging them to cut costs by reducing their energy consumption at home. Statistical studies have revealed that 85,9% of the thermal energy consumed is used for heating, while 67,3% of the electrical energy used is spent on household appliances. Educational campaigns in schools will continue through seminars/workshops, leaflets, interactive communication focusing on children, their information and awareness regarding their carbon footprint. (Action 6.2.1., CMAP)

b. Support, promote and disseminate information regarding national energy saving programs. The program "ENERGY SAVING AT HOME" initiated in 2011, has already improved the energy efficiency of 40.000 houses. The City of Athens will promote national funding programs regarding energy savings. Such programs can lead to significant energy efficiency in the residential sector, reach up to 44% of the final energy used. (Action 6.2.2., CMAP)

c. Increase the use of natural gas for heating demand in residential buildings. Currently diesel is the dominant choice of fuel used for heating demands in residential buildings. Assuming that 30% of Athenian building will be connected to the natural gas grid through the National Savings Programs mentioned above, the City of Athens - in cooperation with the natural gas suppliers - will implement awareness raising activities, aiming at steering the remaining households towards energy efficiency. Choosing natural gas over diesel for heating demands could save up to 20% in total energy consumption in the residential sector of Athens. (Action 6.2.3., CMAP)

d. Promote nearly zero-energy buildings. The City of Athens will support in any possible way the conversion of 10% of the existing residential sector to nearly zero-energy-buildings until 2030. The City of Athens would like to become the point of reference for citizens seeking advice on this topic. (Action 6.2.4., CMAP)

E.1

Climate change mitigation action plan

e. Climate Change Mitigation actions: a. increase green areas in low-green Athenian Districts, b. ameliorate local bioclimatic conditions through the use of cool materials, c. include shading elements throughout public areas. The above actions will have a significant effect in the reduction of air-conditioning use as cooling devices during the hottest of months. (Action 6.2.5., CMAP)

f. Establish a municipal fund for energy upgrading of residential buildings. The City of Athens will establish a municipal fund that assists residents to implement energy upgrading of their buildings and cut costs. Its efforts will be based on the example of the “Prosopsi” facades regeneration program that managed to renovate 4000 building facades in the first decade of the 21st century. If the City of Athens provides funds for energy upgrades to 24.000 households until the year 2030, energy demands can be cut to 27% per residence. (Action 6.2.6., CMAP)

g. Advocate for the benefits of energy savings, targeting entrepreneurs. This measure addresses the tertiary sector. Up to 8.000 buildings have been recorded as hosting entrepreneurial activities in the City of Athens. The program “Building the Future,” running under the Ministry of Environment and Energy, aims at the reduction of energy consumption in the tertiary sector. The City of Athens supporting this effort, will organize information campaigns on the benefits of energy savings, through ADDMA. (Action 6.2.7., CMAP)

h. Implementing Measures for energy savings in industry, which however has only a 3% contribution to the Athenian GHG emissions. (Action 6.2.8., CMAP)

Action Owner: City of Athens (Mayor’s Office, relevant Depts., Deputy Mayor for Children, and ORS)

Partners: C40, Open schools to the Neighborhood

Funding sources: NSRF, Municipal funds, private donors

Timeframe: Short-term to Medium-term

E.1.3 Transportation

The actions corresponding to energy savings in the transport sector are the following:

a. By replace 20% of the existing old, diesel-fuel municipal fleet with new technology vehicles by 2030, the municipality could achieve a 20% reduction of costs from fuel consumption. (Action 6.3.1., CMAP)

b. The municipality will communicate and advocate for the benefits of eco-driving to the administration staff of relevant departments, residents of the City. (Action 6.3.2., CMAP)

c. Improve management and efficiency of the municipal fleet by using new technologies and rationalizing the existing routes. (Action 6.3.3., CMAP)

d. The municipality has commissioned a Sustainable Mobility Action Plan that aims at reducing the presence of cars in the city center, which would bring significant benefits regarding the mitigation of GHG emissions. (Action 6.3.4., CMAP)

Action Owner: City of Athens (relevant Depts. and ORS)

Partners: platform partners, universities, research centers, private sector

Funding sources: Municipal funds

Time frame: Short-term to Medium-term

E.1.4 Organic waste diversion

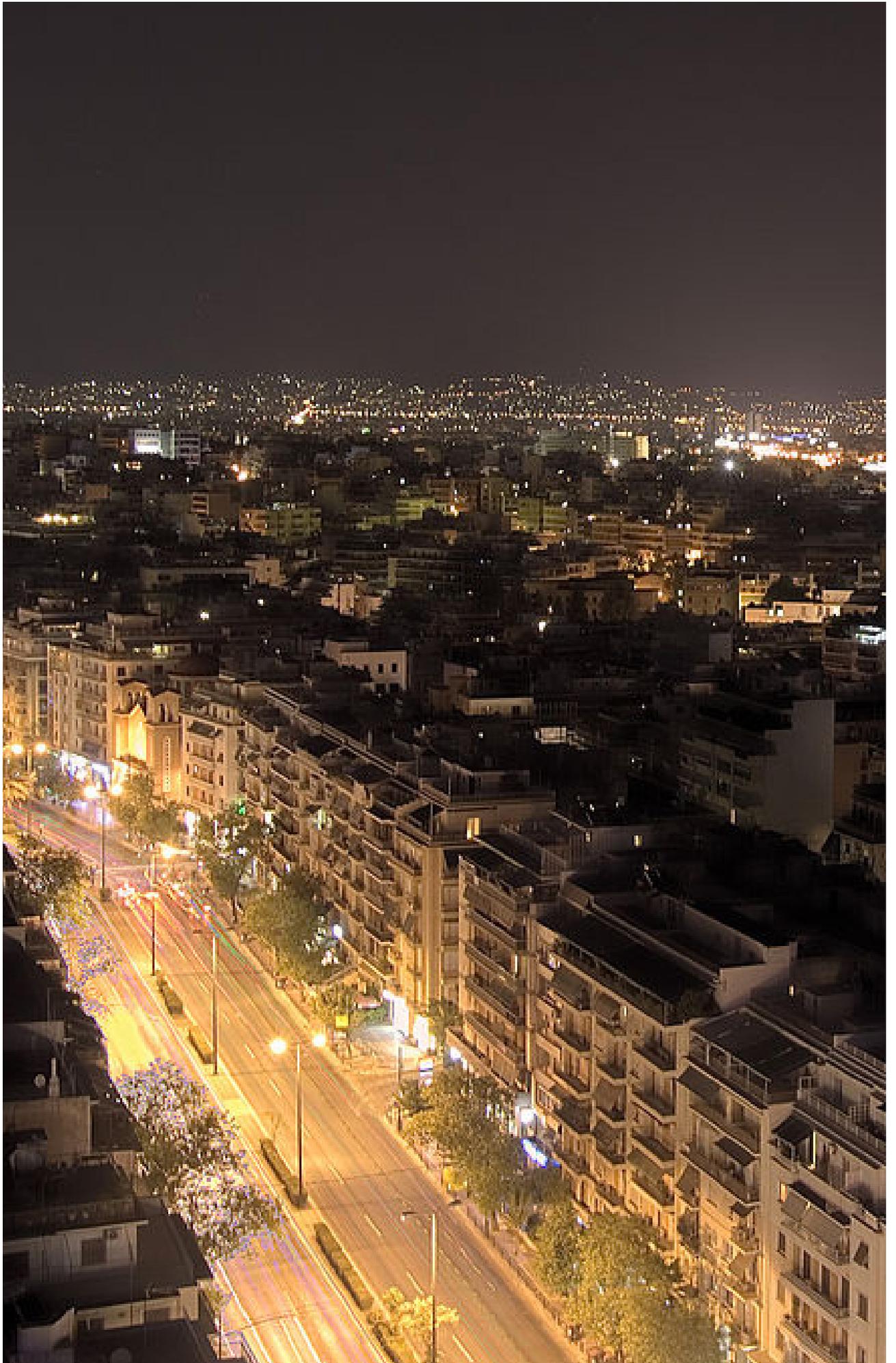
a. Waste management contributes the 7% to the city’s GHG emissions. The City of Athens is developed a more sustainable strategic plan for waste management having as a target the 100% diversion of organic waste away from landfills by 2030. This action is one of the most significant, in respect to its contribution to emissions reduction in the City of Athens and to our target of 40% reduction of GHG emissions by 2030. (Action 6.4.1., CMAP)

Action Owner: City of Athens (relevant Depts. and ORS)

Partners: platform partners, private sector

Funding sources: Municipal funds, EU funding programs

Time frame: Medium-term to Long-term



E.2

Energy poverty mitigation roadmap



Description:

Energy poverty tends to become one of the biggest social problems in Europe. Greece is no exception. According to a recent study almost 25% of Athenian households suffer from energy poverty due to the economic crisis and are unable to cover their basic domestic needs. These households are unable to afford any heating during the winter and live in indoor temperatures that do not exceed 6 to 7 degrees Celsius in the cold winter months.

The City of Athens will implement measures for energy poverty elimination at city level and will develop programs to alleviate the most vulnerable populations suffering from energy poverty.

Goal E

Establish sustainable and equitable energy system

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the City and its services
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life

Action Owners: City of Athens (ORS)

Partners: CRES and relevant municipal departments

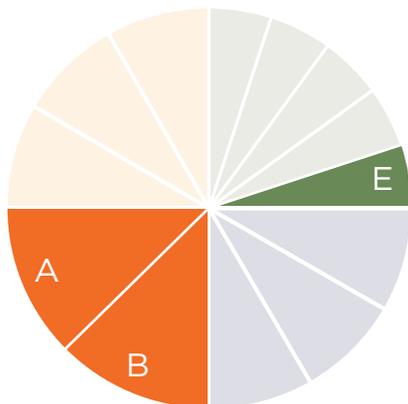
Legislative authority:



Funding Sources: CRES, European Funds, and Municipal funds

Timeframe: Medium-term

SDGs goals:



E.2

Energy poverty mitigation roadmap

Green city

E.2.1 Energy poverty observatory

The City of Athens will establish in cooperation with the Center for Renewable Energy Sources and Saving (CRES) an energy poverty Observatory that would be responsible for monitoring households that suffers from energy poverty and will deliver solutions for energy efficiency. It would also try to link energy demands to renewable energy production.

Action Owner: City of Athens (ORS) and CRES

Partners: Athenian Gas: Metropolitan Agency for Natural Gas, CRES, Heinrich Boll Foundation, Social Cooperative "Wind of Renewal," NGOs and Department of Social Services

Funding sources: CRES, European Funding and Municipal funds

Timeframe: Short-term

E.2.2 Energy saving awareness raising campaign and capacity building

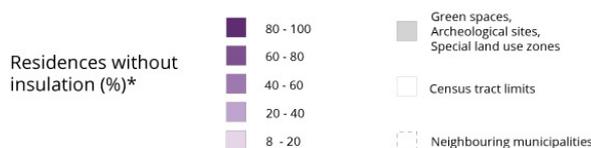
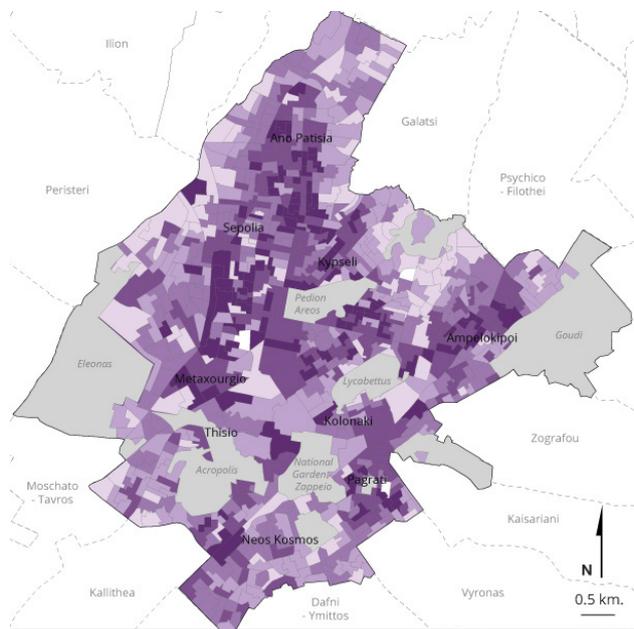
The City of Athens will consider a joint venture of public and private sector for planning and implementing a long-term campaign to provide information and build capacity among citizens regarding energy savings (energy inspectors, website, phone center, financial instruments consultation, etc.).

Action Owner: City of Athens (ORS, Mayor's Office)

Partners: ADDMA, Athenian Gas: Metropolitan Agency for Natural Gas, Heinrich Boll Foundation, Social Cooperative "Wind of Renewal," NGOs and private sector.

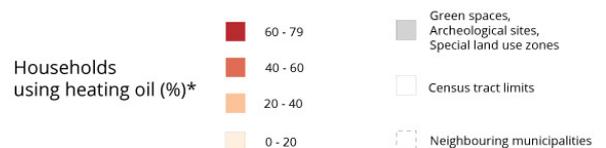
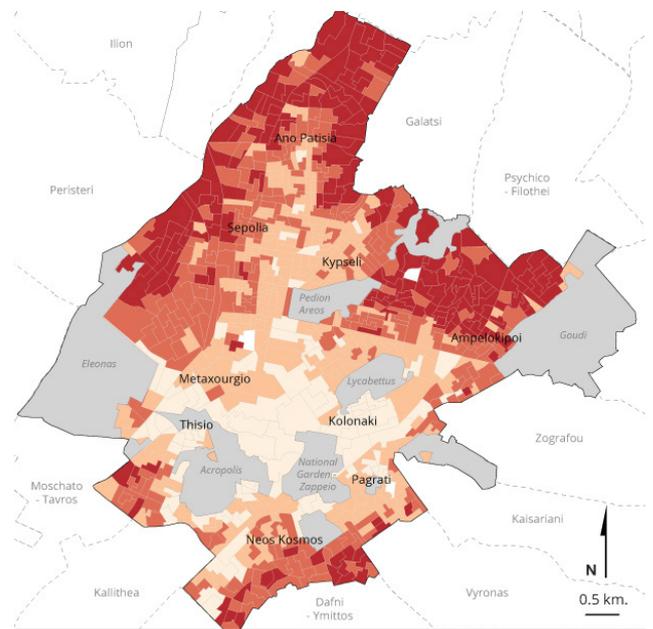
Funding sources: Municipal funds and private donors

Timeframe: Medium-term



*Source: ELSTAT 2011 census

Source: Vatavali F., Chatzikonstantinou E.,(eds) (2015) Athens Social Atlas. Mapping energy poverty in Athens during the crisis,(<http://www.athenssocialatlas.gr/en/article/energy-poverty/>)



*Source: ELSTAT 2011 census

Source: Vatavali F., Chatzikonstantinou E.,(eds) (2015) Athens Social Atlas. Mapping energy poverty in Athens during the crisis,(<http://www.athenssocialatlas.gr/en/article/energy-poverty/>)

E.2 Energy poverty mitigation roadmap

E.2.3 Building renovation passport

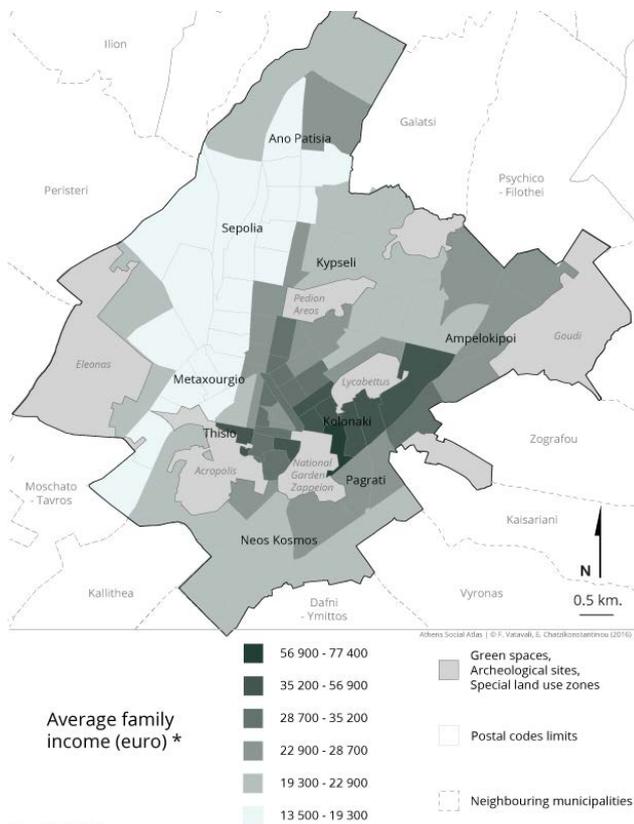
A Building Renovation Passport (BRP) is –a document outlining a long-term (up to 15 or 20 years) step-by-step renovation roadmap for a specific building, resulting from an on-site energy audit guided by specific quality criteria and indicators, in dialogue with the renters and building owners. The City of Athens in collaboration with CRES will develop a library with BRPs from its buildings in order to record the energy demands and the measures applied in long-term for energy savings so that in future an energy roadmap could be developed.

Action Owner: City of Athens (ORS) and CRES

Partners: CRES, Athenian Gas: Metropolitan Agency for Natural Gas, Heinrich Boll Foundation, Social Cooperative “Wind of Renewal,” and Department of Public Works

Funding sources: CRES, European Funding and Municipal funds

Timeframe: Medium-term



Source: Vatavali F., Chatzikonstantinou E., (eds) (2015) Athens Social Atlas. Mapping energy poverty in Athens during the crisis, (<http://www.athenssocialatlas.gr/en/article/energy-poverty/>)



E.2

Renewable energy cooperatives



Description:

According to the European Commission, in France, Spain, Croatia and even Greece citizens have started to invest in renewable energy cooperatives, but different legal contexts and lack of support mechanisms mean they still lag far behind northern European countries.

The depressed macroeconomic conditions in Greece, energy poverty and the lack of social cohesion could be mitigated by the creation of energy cooperatives in the form of either a social cooperative or a business association.

The main objective of this program is to enable the City of Athens to facilitate the development of either energy cooperatives at a neighborhood level or larger resident consortium, by recognizing potential legal and other barriers proposing and helping citizens to overcome them.

The Resilience and Sustainability Office will bring together experts and researchers from the public and private sectors in order to assess and promote the development of Renewable Energy Cooperatives.

Goal E

Establish sustainable and equitable energy system

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the City and its services
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life

Action Owners: City of Athens (Athenian Gas: Metropolitan Agency for Natural Gas and ORS)

Partners: Social Cooperative "Wind of Renewal," Ministry of Energy and the Environment

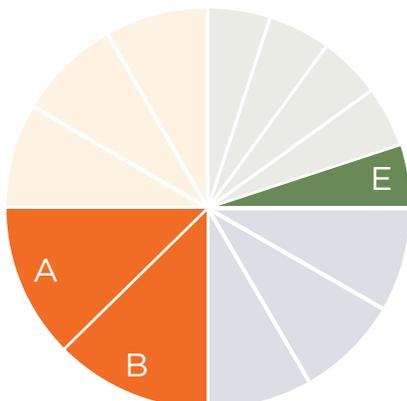
Legislative authority:



Funding Sources: Municipal funds, structural funds

Timeframe: Medium-term

SDGs goals:



Proactive city

Goals

- A Enhance planning in the face of serious challenges
- B Empower the municipal representatives as well as the voice of the local community
- C Engage with our neighborhoods

Athens will streamline and up-scale its best “survival” skills, and through planning and communication, it will create trust and a safe environment for its people.

Actions

- A.1 Crisis preparedness and management plans
- A.2 Scenario-based issues and methods
- A.3 Metropolitan authority and other legislative and policy making reforms
- A.4 Detailed resilience studies
- A.5 Old building retirement

- B.1 Municipal neighborhood network
- B.2 Municipal capacity building

- C.1 School open to the neighborhood
- C.2 Migration integration action plan

Goal A

Enhance planning in the face of serious challenges

The City of Athens is a city undergoing a state of crisis. Here new crises are created within older ones, creating a city caught up in a vicious cycle of reactive behaviour. The city needs to learn how to streamline and upscale its best practices but also it needs to create an integrated and forward thinking strategic plan for Crisis and Emergency Preparedness and Management.

Proactive city







A.1

Crisis preparedness and management plans



Description:

Athens has experienced numerous crises over the centuries. The City of Athens recognizes the need to preparing for crisis and having plans in place during emergencies. In order to design a strategic approach for crisis preparedness and management we are in contact with several research centers and governmental authorities that will guide us through the process.

Our office will collaborate closely with a team of Professors and their Graduate Students from the Harokopeio University Postgraduate Program “Applied Geography and Spatial Planning: Management of Natural and Human Induced Hazards.” In the context of their practical training, the student team will help the office to coordinate a series of stakeholders who will, through MoUs, paid or unpaid services, will help Athens come up with a forward looking innovative strategic plan.

Goal A

Enhance planning in the face of serious challenges

Resilience Value:

- Support integrated planning and strengthens municipal leadership
- Support data-driven policy making
- Develop synergies with city stakeholders and enhance participation
- Invest in local capacity building
- Protect and maintain critical infrastructure
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Champion developmental instead of humanitarian approaches

Action Owners: City of Athens (Department for Civil Protection, ORS)

Partners: Harokopeio University, General Secretariat of Civil Protection, Center for Security Studies, Earthquake Planning and Protection Organization (OASP), Region of Attica, World Bank, other platform partners, research centers and universities.

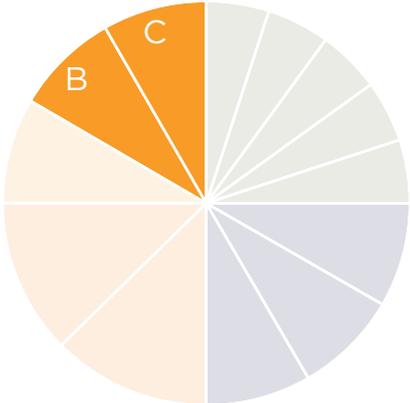
Legislative authority:



Funding sources: Municipal funds, EU civil protection structural funds

Time frame: Short-term

SDGs goals:



A.1

Crisis preparedness and management plans

A.1.1 Regulatory framework for civil protection

The city will formulate a Civil Protection Steering Committee (CPSC) as the main decision-making body, presided by the Mayor of Athens or the General Secretary and composed of senior level representatives from the Region of Attica, the Civil Protection General Secretariat, relevant Municipal Directorates, Emergency Response Agencies, the Chief Resilience Officer and a coordinator/project manager that will be responsible for the design and implementation of a regulatory framework.

Athens, with the guidance of the CPSC, will develop a regulatory framework for emergency preparedness and response. This will be in collaboration with the General Secretariat of Civil Protection and other relevant stakeholders. The framework will be organized by the four main shocks prioritized for Athens: a. Earthquakes, b. Climate Change related shocks (heat waves, Urban Heat Island Effect, Flash Floods, Poor Air Quality), c. Violence and Civil Unrest, and d. Cyber-attack. The framework based on the guidelines provided by General Secretariat, will focus on four areas: access, facilitation, coordination and regulation.

Action Owner: City of Athens (Department for Civil Protection, ORS)

Partners: General Secretariat of Civil Protection and member of CPSC

Funding sources: Municipal funds, EU civil protection structural funds

Time frame: Short-term

A.1.2 Partnership with the center of security studies

A Memorandum of Understanding (MoU) is being drafted and will be signed between the City of Athens and the Center of Security Studies (KEMEA) in order to develop playbooks of emergency response based on different scenarios. This collaboration will focus on issues of violence and civil unrest as well as cybercrime.

Action Owner: City of Athens (Department for Civil Protection, ORS)

Partners: Center of Security Studies

Funding sources: Municipal funds, EU civil protection structural funds

Time frame: Short-term

A.1

Crisis preparedness and management plans

A.1.3 Synergies between City of Athens and region of Attica

City of Athens will develop a close collaboration, reengaging with the Region of Attica regarding emergency preparedness and crisis management. In the framework of this particular collaboration the following actions fall within the city's jurisdiction and obligations:

- a. Design evacuation plans and escape routes to open areas and shelters using digital technologies,
- b. Install a real-time earthquake monitoring system in partnership with the National Observatory of Athens,
- c. Develop and assess mock disaster scenarios,
- d. Equip all municipal buildings with emergency plans.

In this framework the city will reinvigorate and promote a meaningful and effective collaboration with the Civil Protection Steering Committee of the Region of Attica.

Action Owner: City of Athens (Department for Civil Protection, ORS)

Partners: Region of Attica

Funding sources: n/a

Time frame: Short-term

A.1.4 Earthquake preparedness action plan

Athens will develop a Memorandum of Understanding (MoU) between the Municipality, the Regional Civil Protection Directorate and the Earthquake Planning and Protection Organization (OASP) regarding:

- a. Emergency Master Plan for Earthquakes,
- b. GIS Map Development
- c. Training and Drills

The city will update the data it shares with the Earthquake Planning and Protection Organization and the Regional Civil Protection Directorate. In collaboration with OASP, the municipal departments will develop and update new or existing online databases of open spaces that can be used in cases of emergency. A series of scenarios, response planning and drills will be designed and executed.

Action Owner: City of Athens

Partners: Region of Attica, Earthquake Planning and Protection Organization (OASP)

Funding sources: Municipal funds, EU civil protection structural funds

Time frame: Short-term

A.1.5 Collaboration with National Observatory of Athens (NoA)

Athens will further develop the existing framework of collaboration with NoA in order to confront heatwaves and protect the most vulnerable population of the city.

Action Owner: City of Athens (ORS)

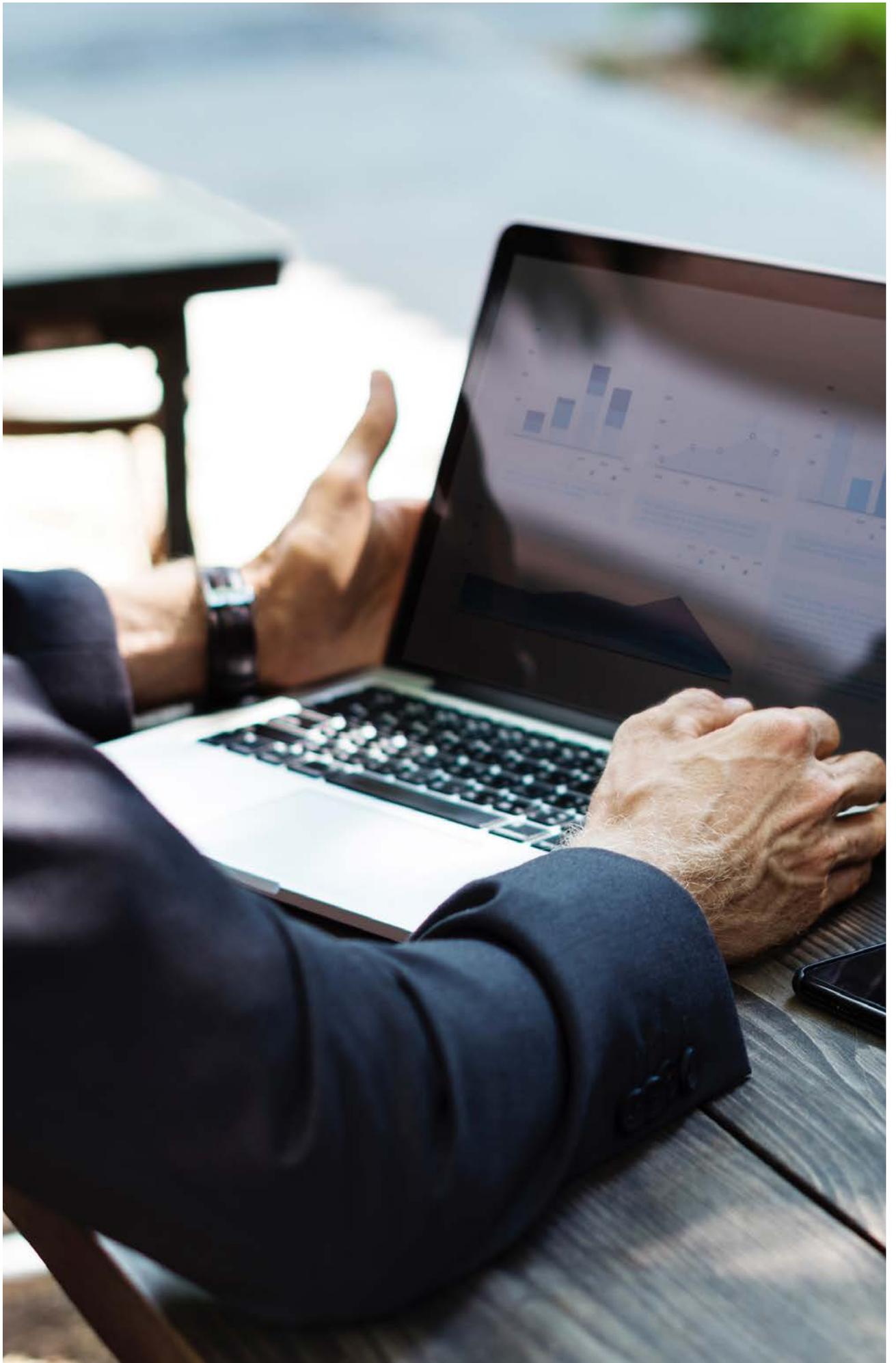
Partners: National Observatory of Athens (NoA), World Health Organization (WHO), National and Kapodistrian University of Athens – School of Medicine, National Technical University of Athens (NTUA)

Funding sources: EU funds

Time frame: Short-term

Partnership with the National Observatory of Athens (NoA)

In the framework of the European project TREASURE, NoA has developed and launched in partnership with City of Athens a personalized heat wave risk mobile application for citizens. TREASURE II broadens the scope from Athens to other European cities and with the World Health Organization as a strategic partner, is planning to develop updated extreme weather response action plans. Athens is going to play a pivotal role in this 2nd phase, in the strategic planning for stakeholder engagement, communication and dissemination of the TREASURE phone application that provides personalized protection.



A.2

Scenario-based Issues and Methods



Description:

Athens Resilience Strategy is guided by the principles of data-driven and forward-looking policymaking. It is a policy framework that will allow Athens to look more successfully forward, taking into consideration the critical shocks and stresses, and make the best use of critical resources and services as the city transforms through time.

One of the main objectives of this endeavor has been to embed the logic and practices of resilience into the systems of the city. Engaging elected and the administrative staff in scenario-based exercises is one of the most effective way to inform and change mindsets around policy making. The Municipality will develop policymaking protocols, framed by different scenarios of what might happen to our city, based on forward-looking data collection and development.

Together with experts and the city administrators, we will start by considering different shocks and stresses scenarios, in order to prioritize, medium term actions of the strategy. The scenarios will be designed by universities and research centers in collaboration with the relevant municipal departments and with the help of the 100RC Risks and Assets tool.

Goal A

Enhance planning in the face of serious challenges

Resilience Value:

- Support integrated planning and strengthens municipal leadership
- Support data-driven policy making
- Develop synergies with city stakeholders and enhance participation
- Invest in local capacity building
- Protect and maintain critical infrastructure
- Enhance and promote communication channels with the citizens
- Support transparency and accountability

Action Owners: City of Athens (ORS, General Secretary)

Partners: universities and research centers

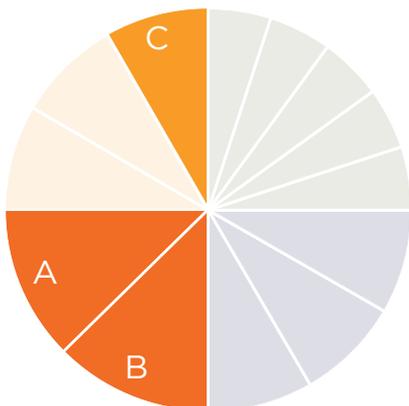
Legislative authority:



Funding sources: Municipal funds, Regional funds

Time frame: Short-term

SDGs goals:





A.3

Metropolitan authority and other legislative and policy making reforms



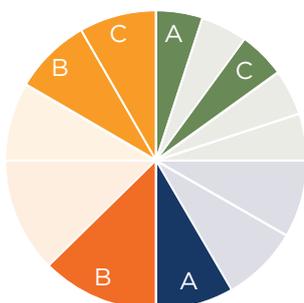
Description:

The City of Athens, the seat of national government, and the center of all major commercial and cultural activity have been strongly advocating for Metropolitan Governance to ensure efficiency and effectiveness of governance in a city like Athens. Metropolitan Governance means a clear division of responsibilities and jurisdictions between the different levels of government: Central government, through the ministries, Regional and Decentralized authorities and Local municipal government. The cross-jurisdictional and overlapping authorities complexities make it often very hard to serve citizens. We need discrete functions and transparent relations. The objective is a unified management that organizes all the jurisdictions and functions relating to life in large cities and the needs of the citizens, in the most efficient and effective way using the principle of subsidiary.

The above is a long-term aim that involves years of advocacy and effort. In the short term however, the City of Athens will design and champion specific legislative reforms that are crucial for city's survival in the coming years. Those reforms address the challenging financial and social environment of Athens legislation, helping the city to adapt and be more flexible in times of challenge.

The legal department will issue a study for legislative proposals in order to ensure that the city can fully fulfill its functions. The key areas of focus:

1. Create the possibility of a municipal time-bank for exchanging/bartering goods and services on the level of the city districts.
2. Re-adjust the municipal taxation system in order to be able to provide specific incentives or disincentives to local entrepreneurs and Athenians in general.
3. Provide the ability to develop a crowd sourcing and crowd funding system for supporting municipal projects and services.
4. Provide a legal framework for spatial and temporal land use within city jurisdiction. This reform will permit temporary activities and interventions in vacant lots.
5. Provide the right to municipalities to facilitate and provide digital access to labor coupons (ergosimo). The labor coupons will enable the City of Athens' periodical extra-work platform a measure that mitigates the black economy while allowing people to increase their wages.



Goal A

Enhance planning in the face of serious challenges

6. Re-adjust the legal framework regarding the sex workers and brothels licensing: Today in Athens none of the brothels are legal as the processes regarding their licensing are exorbitant and unrealistic which leaves all the sex workers in the city without social and health benefits.
7. Real-Estate Property Taxation allocated to the Municipalities: This is a long standing proposal that will liberate from its economic dependency to the central government, linking its budget directly to the citizens that it serves.
8. Issue kinder garden Permits for Home Day Cares: The limited capacity of municipal kinder gardens to cover the needs of the most vulnerable populations can be significantly supported by the creation of family day cares which today are not an option as there is no regulatory framework that can legitimize such activities.
9. Participatory Budgeting Regulatory Framework: Develop the ability for city districts to decide how to manage and distribute a specific percentage of the municipal budget.

Resilience Value:

- Support integrated planning and strengthen municipal leadership
- Mitigate black economy in the city
- Promote equitable, cohesive and supportive communities
- Simplify bureaucratic processes
- Champion developmental instead of humanitarian approaches
- Provide incentives for economic development
- Promote sustainable management and development
- Promote citizens' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens (Legal department, Mayor's Office)

Partners: Athens Development and Destination Management, Legal experts, universities

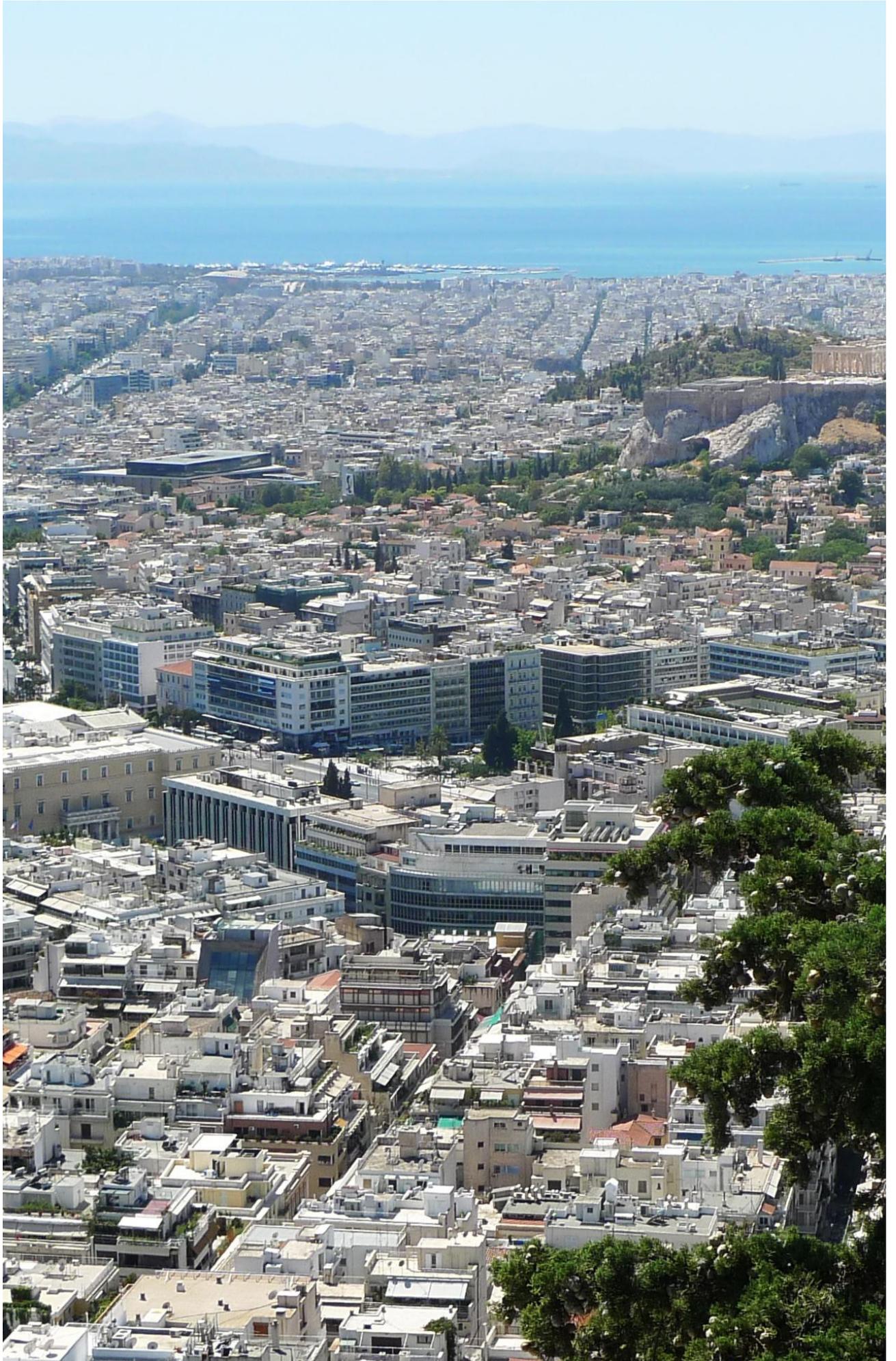
Legislative authority:



Time frame: Medium-term

SDGs goals:





A.4

Detailed resilience studies



Description:

In the light of a potential shock and/or chronic stresses such as climate change, the city should use data to assess and address its weaknesses and be prepared for prevention and protection. Athens has identified five areas that require detailed resilience studies. The following resilience related studies will be commissioned to universities or/and other relevant researchers throughout public tender process:

- a) A hydro-geological assessment of Athenian subsoil (underground streams, aquifer)
- b) A register of underground passages and tunnels using topographical surveying
- c) A traffic and transport study for the center of Athens,
- d) A study of Athenians' mobility patterns using geo-location of mobile phones (without impinging on issues of privacy)
- e) A critical networks food and fuel logistics study focusing on urban resilience (on the lines of "who feeds Athens" and "who fuels Athens")

This action will be implemented with the collaboration of universities and research centers. These critical studies will allow foreseeing challenges before they occur and creating the basic knowledge that can support forward looking policies and actions.

Goal A

Enhance planning in the face of serious challenges

Resilience Value:

- Support integrated planning and strengthens municipal leadership
- Promote sustainable management and development
- Promote citizens' well-being and ameliorate their quality of life
- Maximize urban assets
- Protect and maintain critical infrastructure
- Support data-driven policy making

Action Owners: City of Athens

Partners: universities, research centers, ADDMA, relevant municipal departments, public utility companies

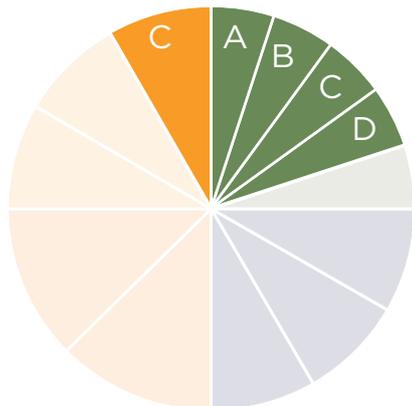
Legislative authority:



Funding sources: Municipal funds

Time frame: Short-term

SDGs goals:





A.5

Old building retirement



Description:

The City of Athens around the late 1950's witnessed an immense growth of population resulting in a golden era for the building sector. The majority of the Athenian building stock was produced between 1960 and 1980 and is of very poor quality. Today a great number of these buildings have aged and unsafe structural elements as well as low energy efficiency behaviour. They have not incorporated the regulatory guidelines for the Greek Building Code (in effect from 1985 and their increasing energy demands add to the cities GHG emissions having dire environmental effects. Since 2001 we have a revised New Seismic Code and this year (2017) we are expecting the new Energy Efficiency Code that will regulate all new construction, aligning us with the relative EU directives

Athens, a city struggling with strong UHI effects and heat waves yearly as well as high percentages of energy poverty among its populations (25-28%) needs strict energy efficient design criteria for zero-energy or low-energy buildings. Athens is also a city under the threat of serious earthquakes. The time is right for a robust building retirement code followed by a new land use regulatory framework that increases open and green spaces. This will drive forth the reconstruction/economy of the city, renew the identity of the city, ameliorate the quality of life in the city and greatly increase the city's resilience. The city is in dire need of new open and green spaces. Without the capacity to retire and demolish old buildings (whole blocks of buildings) and create open green spaces the city is going to continue being vulnerable to its most serious threats.

The City of Athens has already identified around 500 buildings at the city center (University of Thessaly study) that could be prioritized, is working with legal experts in order to introduce the necessary legal reforms, and will be developing a strategic financial plan for expropriations and old building retirement as well as instruments of financial investment. This is an essential action and should be prioritized.

Goal A

Enhance planning in the face of serious challenges

Resilience Value:

- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Maximize the dynamic of the Athenian neighborhood
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Protect and maintain critical infrastructure Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens relevant departments

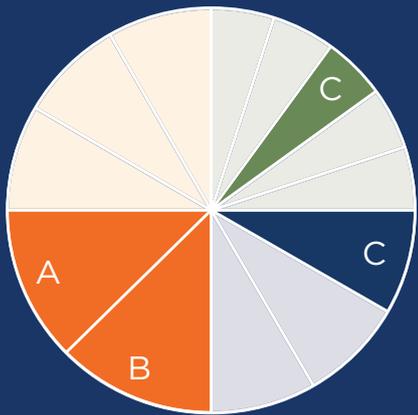
Partners: Ministry of Environment and Energy, Ministry of Development, private sector, platform partners

Legislative authority:



Time frame: Long-term

SDGs goals:



Goal B

Empower the municipal representatives and the local community

Athens should create systems using innovative ways to empower both civil servants and the Athenians. New types of information and communication are needed. Both sides have to listen and speak in order to bridge gaps, foster trust and drive forward the city into the challenging 21st century.





Workshops for promoting resilience

Conference for Athens

The city will organise a conference with municipal administrators and elected officials, representatives from the academic community as well as from the non-profit sector and the civil society in order to introduce the concept of the Municipal Neighborhood Network to key stakeholders and facilitate the best possible procedure and methodology for its creation.

The mistrust towards the public sector and the municipal administration and political authority has been defined as one of the major challenges for the resilience of Athens. The city recognizes that an efficient, interactive and transparent network can help evaluate the level of existing services as well collect and implement new projects identified by different stakeholders.

During the Conference for Athens, the city district councils, the municipal departments and the political leadership will focus on specific resilient challenges of the city like the possible creation of a neighborhood watch program and the introduction of a feasible action plan for initiating a participatory budget in the municipality.



B.1

Municipal neighborhood network



Description:

A recurring challenge for the Municipality is the communication gap between the city and its residents. The city recognizes that an efficient, interactive and transparent network that spreads throughout the city can help evaluate the level of existing services as well collect and implement new projects identified by different stakeholders.

City of Athens aims to create an offline as well as online network that connect the political and administrative sector with the citizens at the neighborhood level. Athenians will be able to connect and interact with nodes of this network regarding their everyday life in the city. The goal is for the municipal authorities to help address the citizens daily challenges as well as to capitalize on the opportunities that different individuals and groups of people bringing to the city.

The proposed structure will be developed in the level of the seven city districts and their neighborhoods. The city will strive to find the best way to be present on the ground through a political ambassador and city representatives.

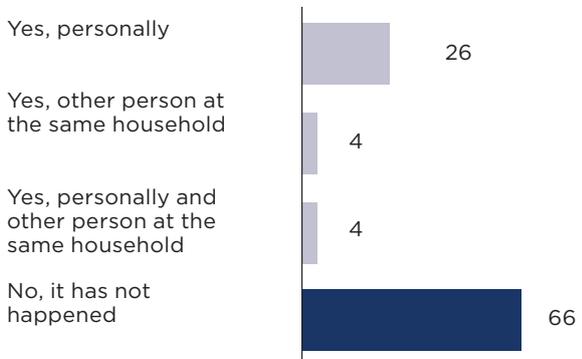
Building an efficient, interactive and transparent network can be a major catalyst for development, collection, evaluation and implementation of opportunities, efforts and offers of various stakeholders (from universities and institutions to private donors and citizens collectives).

The network should be closely linked with municipal networks/projects like synAthena and Schools Open to the Neighborhood in order to maximize the impact to the city. Moreover, the role of the Office for Resilience and Sustainability, as a facilitator to this whole system can be significant here.

66% of the citizens have not been in contact with municipal services and 31% of the citizens have been in the last 12 months. 79% cases were accomplished and 20% did not.

Goal B
Empower the municipal representatives as well as the voice of the local community

Citizens that have been in contact with municipalities services the last 12 months



Resilience Value:

- Support integrated planning and strengthen municipal leadership
- Enhance city's identity
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Promote citizens' well-being and ameliorate their quality of life
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
 - Promote equitable, cohesive and supportive communities
- Promote local culture

Action Owners: City of Athens (ORS)

Partners: platform partners, Deputy Mayor for Municipal Decentralization, Refugees and Migrants, city Municipal Districts, universities, Ministry of Interior, Office for Innovation, Urban Lab, Schools Open to the Neighborhood, synAthena, CSOs, NGOs

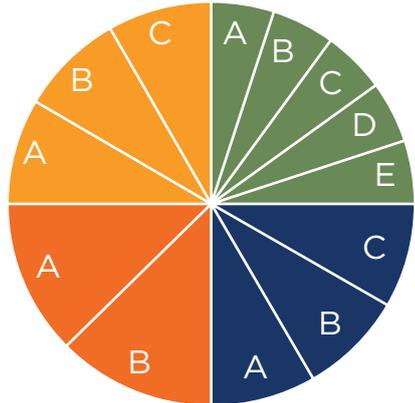
Legislative authority:



Funding sources: Municipal funds

Time frame: Medium-term / aspirational

SDGs goals:





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B.2

Municipal capacity building



Description:

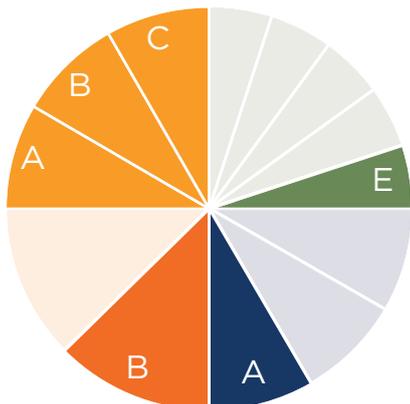
The continuous recession and budget cuts as well as a chronic lack of dependable data and the abounding bureaucratization of the public sector has created a climate of resentment and mistrust towards municipal employees and the city as a public. Moreover, the lack of transparency, absence of robust channels of communication, and ineffective and without continuity implementation of public consultation has contribute to the general belief that local authority is insufficient, unqualified and ill-equipped and often corrupted.

During the last few years, there have been steps made towards opening the decision-making processes of the municipal authorities to the Athenians, some more successful than others. Still, a vast majority of the population believes that there is no participatory decision making in Athens. The most crucial is the lack of communication between different parts of the municipality regarding activities and decisions as well as their communication to the districts and to the citizens.

To address this, the city will develop a capacity building program for participatory governance to be rolled out within the city administration and across city district councils. This action will be done in collaboration with a platform partner and will focus on developing a toolkit to facilitate the management and dissemination of information between the city leadership, city district councils, and citizens.

The city will:

- Create a program to update the municipal skills in participatory decision-making. This will include holding seminars and workshops on the subject matter.
- Launch Athens Municipality Serves, a series of virtual and in person platforms and actions aimed at changing how public officials interact with residents, in an effort to earn the trust of residents and build confidence in government and its services.
- Use the C40: Capacity Building for Carbon Disclosure, a series of seminars building capacity among the administration staff on greenhouse gas emissions data development and collection, as a model for a series of



Goal B

Empower the municipal representatives as well as the voice of the local community

capacity building for the administration around different contemporary topics using local and international academics, researchers and experts.

- Use the platform of life-long-learning for capacity building on topics relevant to the interests and knowledge related to municipal services.

Resilience Value:

- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Promote equitable, cohesive and supportive communities
- Develop synergies with city stakeholders and enhance participation
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Enhance city's identity
- Support and promote the human talent

Action Owner: City of Athens (ORS, Deputy Mayor for Municipal Decentralization, Migrants and Refugees)

Partners: TAPL, C40 Network, platform partners, Academic Community, National Center for Public Administration and local government, CSOs, Office for innovation, research centers, private sector

Legislative authority:



Funding sources: Municipal funds, TAPL

Time frame: Medium-term

SDGs goals:



Goal C

Engage with our neighborhoods

An "open city" is a city that listens to its people. Athens has been trying to create structures of participatory governance, built on bottom-up informed policy making. This is what will make city governance more relevant, fair and trustworthy. Apart from the Districts that have to be supported and reinforced as administrative units, the sub-category of the Athenian neighborhood is still meaningful as a loose type of community and mode of belonging. The proposed action will empower our neighborhood, fostering dialogue and participatory governance.







Learning from Athens

The Schools open to the Neighborhood initiative is, in a small number of schools, coupled with Designed for Better Learning project. Through DBL project, a collaboration between the city, the University of Crete and the Niarchos Foundation, 11 school units in Athens were redesigned, in order a) to improve educational outcomes and b) to reclaim and prove the value of schools for community engagement by using participatory design technics and processes. DBL focuses on classrooms and common areas, including recreation spaces and teachers' lounges. The city will examine further funding possibilities to expand this imitative in a greater number of schools.

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C.1

Schools open to the neighborhood



Description:

The city has recognized that there is an opportunity to use school buildings to host community events. This is a way of maximizing the use of buildings across the city and to help enhance community networks. The aim of the “Schools Open to the Neighborhood” initiative is to host crowd-sourced by the neighborhood people activities, accessible to all Athenians, within school premises during after-school hours and weekends.

School buildings become vibrant centers of activity for the community and students, teachers, parents, and residents are all invited to participate in education, cultural, athletic, and entertainment activities. The program also provides cleaning services and guards to monitor the area during the hours of operation. It includes maintenance works on participating schools such as graffiti removal, mending fences and installing safer, new court surfaces in schoolyards.

To date, over 2,554 Athens residents have signed up and currently 64 different activities are offered across the city.

Goal C

Engage with our neighborhoods

Resilience Value:

- Develop synergies with city stakeholders and enhance participation
- Invest in local capacity building
- Maximize the dynamic of the Athenian Neighborhood
- Promote equitable, cohesive and supportive communities
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote citizens' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens (Deputy Mayor for Children)

Partners: Athens Partnership, Niarchos Foundation, University of Crete, NGOs, CSOs, synAthina

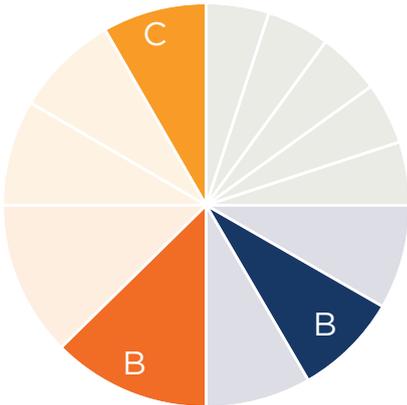
Legislative authority:



Funding sources: Athens Partnership, private donors, NSRF 2014-2020

Time frame: Short-term

SDGs goals:





C.2

Migration integration action plan



Description:

In the summer of 2015, Athens was faced with the short-term challenge of finding temporary solutions in order to provide food, shelter and health care to large number of refugees arriving at or passing through the city. This was a tremendous challenge for the city, as it did not have any existing infrastructure to respond to the needs of the newcomers.

To help address the needs of the refugees the city immediately dedicated a space for the construction of the Elaionas camp. Elaionas, the first temporary accommodation center in the country, currently provides shelter to nearly 2.400 refugees. The city also appointed a Deputy Mayor responsible for the migrant and refugee agenda. Moreover, with the support of international partners and local NGO, the city was able to provide first reception services, but also to start planning for a housing program currently underway, subsidizing the rent of vacant apartments for the refugees.

The city's next goal is not only to provide first reception services to the population but also to draft and implement a holistic policy and action plan regarding the integration of migrants and refugees to the urban fabric. This plan should have a developmental approach and it should be based on the potential contribution and positive impact of the newcomers to Athens aiming at delivering solutions and achieving multiple benefits for all the residents. It will also take into consideration the output from the Athens Migration Exchange Network handbook.

Goal C

Engage with our neighborhoods

Resilience Value:

- Support integrated planning and strengthens municipal leadership
- Promote equitable, cohesive and supportive communities
- Develop synergies with city stakeholders and enhance participation
- Champion developmental instead of humanitarian approaches
- Provide incentives for economic development
- Promote sustainable management and development
 - Support data-driven policy making
- Promote residents' well-being and ameliorate their quality of life
 - Support transparency and accountability
- Enhance and promote communication channels with the citizens
- Maximize the dynamic of the Athenian neighborhood

Action Owner: City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)

Partners: Athens Migration Exchange Network, Deputy Mayor for Children, International Rescue Committee (IRC), Mercy Corps, local and international NGOs, BBC education programs, CSOs

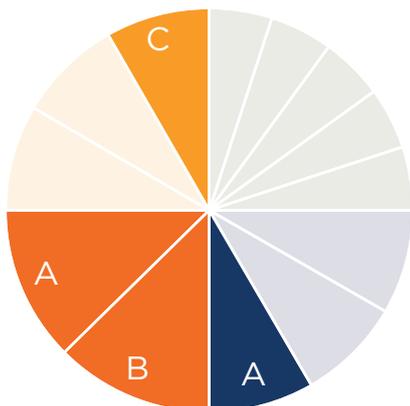
Legislative authority:



Funding sources: Municipal funds, National Funds, private donors, International Rescue Committee (IRC)

Time frame: Medium-term

SDGs goals:



C.2

Migration integration action plan

C.2.1 Continuation of relocation housing scheme

The Municipality of Athens, through the Athens Development and Destination Management Agency (ADDMA), is responsible for implementing an accommodation scheme to rent 200 apartments to refugees with relocation status, i.e. who can eventually leave Greece and relocate to other European countries. It makes provision for the accommodation of up to 6 beneficiaries (tenants) per apartment and alternation between beneficiaries. The scheme will eventually host up to 3.000 beneficiaries.

Action Owner: City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)

Partners: Athens Development and Destination Management Agency, UNHCR, Ministry of Migration and Refugees

Funding sources: UNHCR, IRC, DG ECHO

Time frame: Short-term

C.2.2 Migration and refugee coordination center and observatory

Athens has experienced a large influx of immigrants and refugees. This has meant that Athens has had to consider how best to integrate and provide basic services for refugees in the city. As part of this, the Municipality of Athens will set up a Migration and Refugee Coordination Center (MRCC) to prepare a refugee integration strategy. The MRCC will coordinate numerous city actors and will be responsible for managing the Municipality's daily activities which relate to helping refugees. This will consist of liaising with major programs such as the UN Refugee Agency's housing program, local stakeholders as well as other international organizations (e.g. Mercy Corps, International Rescue Committee) to provide emergency response services in case of a crisis.

Additionally, an Observatory for Refugees and Immigrants will be created, which will collect data on refugees to support and inform the activities and services offered by the MRCC. The data will be open to local and international stakeholders and will help inform policies and planning decisions related to migrants and refugees.

Action Owner: City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)

Partners: International Rescue Committee, Mercy Corps, local and international NGOs, universities

Funding sources: Athens Partnership, private donors, International donors, IRC

Time frame: Short-term

C.2

Migration integration action plan

C.2.3 Community centers

The municipality plans to create with EU structural funds the following:

- Two Community Centers, one stationary in the city center and one mobile that will be visiting the seven different municipal districts
- Two Migration Integration Centers, one stationed in the city center and another one that will be mobile.
- A Center in the 4th district dedicated to the needs of the Roma populations.

These centers will be reception places providing support and information regarding all types of welfare services provided by the City of Athens. All actions are related to social integration and supporting the subsistence level of the most marginalized populations. The Migration Integration Centres will be able to provide in addition supportive actions such as Greek language, history and culture lessons, intercultural activities for young people and children of local as well as refugee and immigrant populations, as well as activities that facilitate access to the job market.

Action Owner: City of Athens (Deputy Mayor for Decentralization, Migration and Refugees)

Partners: Deputy Mayor for Social Solidarity Welfare and Equality

Funding sources: EU structural funds

Time frame: Short-term

C.2.4 Activities aiming at immigrant population integration

The municipal initiative Schools Open to the Neighborhood was established in 2016 aiming to host activities, accessible to all Athenians, within school premises during after-school hours and weekends (separate description available below). While this initiative has already turned school building into vibrant centers of activity for the community and students, teachers, parents, and residents who participate in a host of educational, cultural, athletic, and entertainment activities, several of them already have managed to engage migrant populations. One of the most successful examples are the cooking lessons that engage women's networks that get together and cook recipes from all over the world. The afternoon activities of neighborhood people in open schools in every district are the perfect environment for integration initiatives.

Action Owner: City of Athens (Deputy Mayor for Children and for Decentralization Migration and Refugees)

Partners: universities, AMEN, CSOs, Deputy Mayor for Child, Schools Open to the Neighborhood, Local and international NGOs

Funding sources: Municipal funds, structural funds, private donors

Time frame: Short-term

Vibrant city

Goals

- A Enhance the city's identity and promote new types of belonging

- B Maximise existing city assets and support employment

Athens will nurture and develop its assets in order to promote wellbeing, creativity, entrepreneurship and a new, inclusive, and exciting identity.

Actions

- A.1 Athens ID
- A.2 Creative economy strategic plan
- A.3 Holistic city brand
- A.4 Green and cultural urban corridors
- A.5 Sustainable municipal real-estate management
- A.6 city center development project

- B.1 Vacant buildings: crucial urban resource
- B.2 Employment action framework
- B.3 Social housing program
- B.4 Old train stations refurbishment
- B.5 Expropriation and greening of abandoned lots in Athens

Goal A

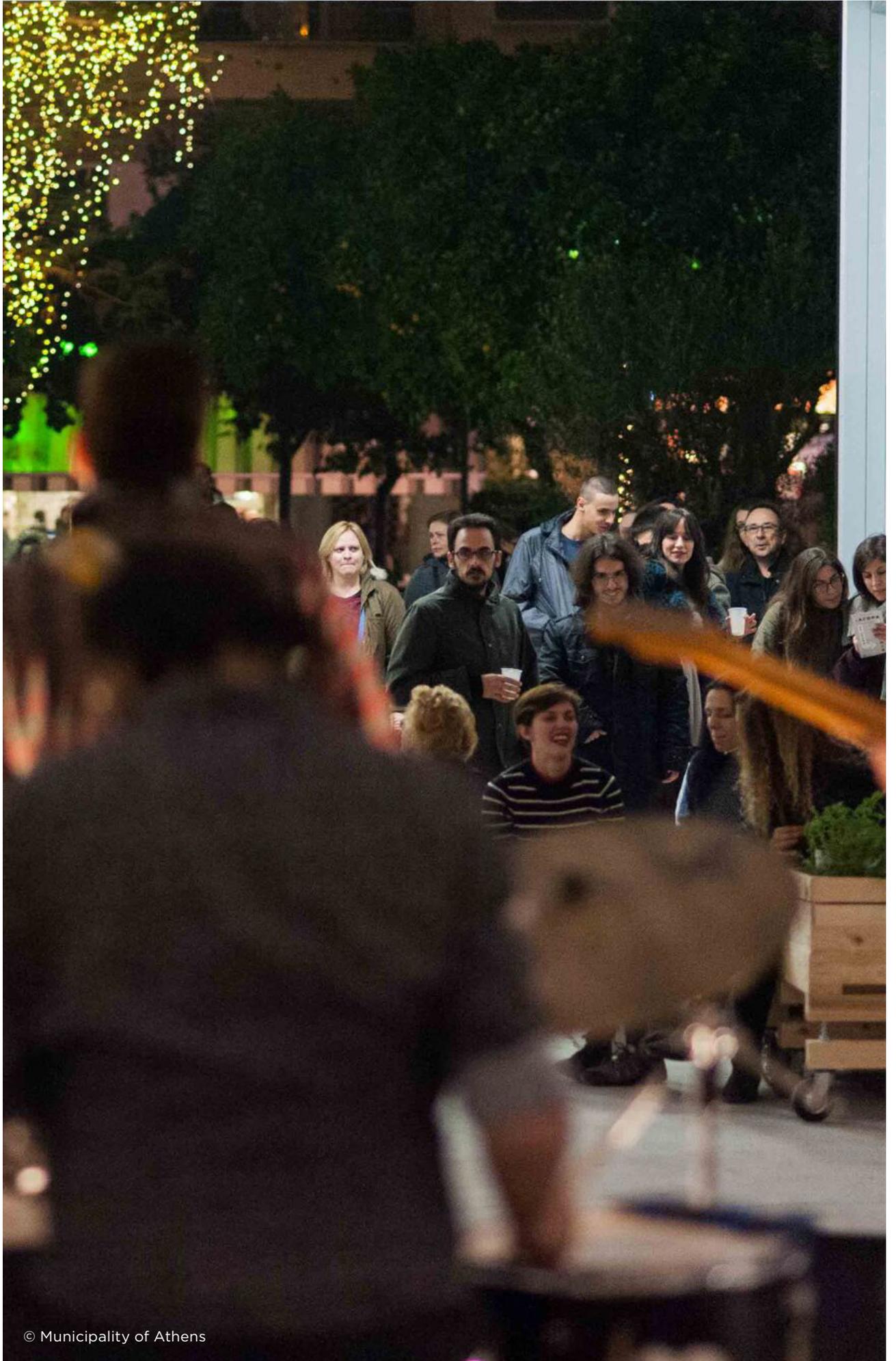
Enhance the city's identity and promote new types of belonging

The City of Athens needs a positive identity. One that can foster pride among its people while supporting the new types of identity and belonging that have emerged during the past few years. Athens has been a hotbed of social innovation, finding ways to survive across different cultures, religions and norms. The City of Athens should find ways to institutionally support the bottom up trends and initiatives that kept the city standing through the time of crisis.

Vibrant city







A.1

Athens ID



Description:

The City of Athens will tap into the experience of other cities such as New York and Detroit for designing and implementing an identity card for the residents of Athens which will renew a sense of belonging and pride for Athenians, enabling migrants and refugees in a large variety of administrative problems they now face, recharging commerce in the city and culture through special card benefits. Then new Athens ID will strengthen a relationship of transparency while promoting efficiency, accountability and a sense of inclusion between the municipality and the Athenians. This initiative will bring together and encouraging the commercial sector to participate, along with big cultural venues, utility services as well as municipal and other administrative and social services. It's a win-win-win case scenario.

Goal A

Enhance the city's identity and promote new types of belonging

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Promote digital adaptation
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city's identity
- Promote local culture
- Provide incentives for economic development
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owners: City of Athens, Office for Resilience and Sustainability

Partners: Commercial business, public utility companies, universities, Bloomberg Associates, Major Cultural Institutions

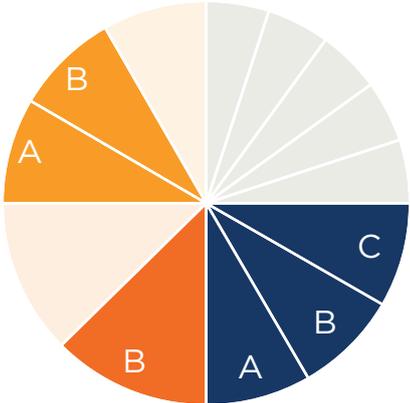
Legislative authority:



Funding sources: Municipal funds, private donors

Time frame: Short-term

SDGs goals:







Description:

Athens’ rich cultural heritage is a major driver of growth. The creative industries are leading the capital’s transition to a smart, sustainable economy. Thanks to cutting-edge technology and highly specialized staff - from multimedia editors to branding experts - Athens’ cultural entrepreneurs are forging new growth areas in Greece’s 21st century economy.

The creative economy is especially vibrant in Athens, however the lack of strategic planning and a complex bureaucracy prevents the rise of the industry. The city will draft a plan focusing on supporting creative industry and on upgrading the role of the city through the creation of a friendly entrepreneurial ecosystem.

The improvement of a regulatory framework in combination with a holistic developmental approach that attracts capital investment will boost the quality of goods and services as well as improve the global position of Athens as a creative capital. The actions to be implemented are: formation of an Advisory Board as the overseeing body; commission an economic and fiscal impact analysis; draft a strategic action plan and start with most implementable interventions.

The mandate of the Advisory Board will be to investigate the connections between the informal and formal sectors as crucial for informed creative economy policy development support the creative industry at the local level and provide incentives to creative businesses located in the seven city districts. The aim is to boost the Athenian creative class by fostering creative clusters, encouraging use of empty buildings as creative hubs, supporting the creation of business incubators, accelerators and networks, and organizing special events across the city.

Goal A

Enhance the city’s identity and promote new types of belonging

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Promote digital adaptation
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city’s identity
- Promote local culture
- Provide incentives for economic development
- Promote residents’ well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens

Partners: universities, Research Centres, Athens Development and Destination Management Agency, Athens Culture Net, Major cultural institutions, Ministry of Development and Ministry of Labour and Social Wealthy, Ministry of Culture, British Council

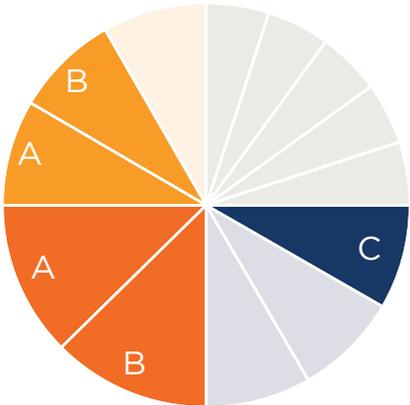
Legislative authority:



Funding sources: Municipal funds, structural funds, NSRF 2014-2020

Time frame: Medium-term

SDGs goals:



A.2

Creative economy strategic plan

Vibrant city

A.2.1 Creative economy advisory board

Athens will establish a Creative Economy Advisory Board to identify and propose an integrated city approach towards policy-making that will ensure a thriving creative industry for the coming years. The mandate of the Advisory Board will be to investigate the current effects and potential that the Creative Economy brings to the city. The board will be responsible for drafting City of Athens Strategy for Creative Economy and will be overseeing all the relevant initiatives and progress.

Action Owner: City of Athens (ORS, Office of Innovation)

Partners: Academic community, Major creative organizations, creative industry representatives, Ministry of Culture, Ministry of Development

Funding sources: Municipal funds

Time frame: Short-term

A.2.2 Data collection and economic impact analysis

The creative industry can be an infinite opportunity for development, however its impact and contribution on the city's economy is still vague. Athens will undertake a two-prong assessment of the creative activities:

a. Inventory, Assessment and Financial Analysis of the Creative Economy sector in Athens. The city will create an inventory of all activities related to the creative economy and then assess the economic impacts of these activities on the local economy.

b. Economic and Fiscal Impact Analysis of municipal cultural spending (OPANDA, Technopolis City of Athens, ADDMA projects, Athens Culture Net). The city will undertake a broad-based assessment of the value of public arts and cultural spending in Athens - starting from analysing itself.

Further funding decisions should be based on the KPIs that emerge from this work, which will provide the groundwork for an integrated strategy regarding Athens' Cultural/Creative Economy.

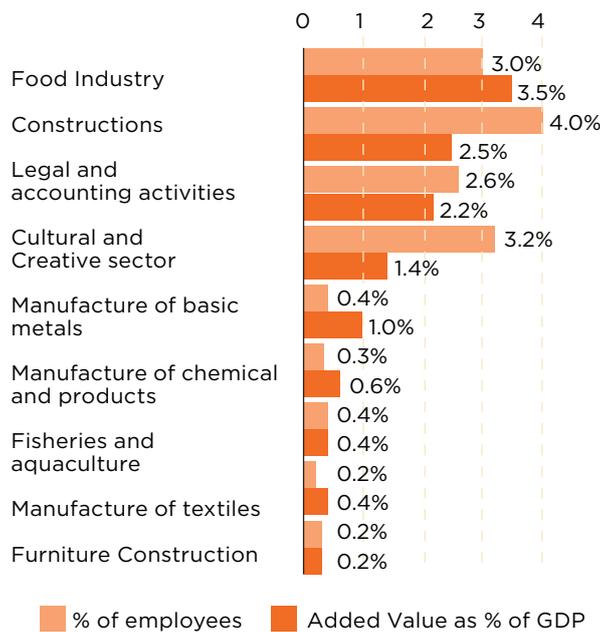
Action Owner: City of Athens (ORS)

Partners: universities, Athens Development and Destination Management Agency (ADDMA)

Funding sources: Municipal funds

Time frame: Short-term

Greek economy and the cultural and creative industries



Source: "Study on cultural and creative industries mapping in Greece, Ministry of Culture and Sports, Institute of Regional Development-Panteion University, 2016

A.2

Creative economy
strategic plan**C.2.3 Artists and residencies network**

The Athenian art scene has been flourishing with new talents from Greece and abroad. The continuous economic recession as well as major events – such the significant documenta14 synergy with Kassel – creates an attractive but challenging environment for artists.

Athens will create a network with artists and residencies in order to support the city's emerging art scene. The network will attract advertising, funding tools and platforms of collaborative cultural entrepreneurship using the city as a demonstration space. More specifically Athens through the Artists and Residencies Network will:

- promote the residency programs for artists and researchers; housing thus becomes a space for dialogue and work giving artists more leverage as cultural identity makers,
- offer Athens based artists more professional opportunities (e.g. art walks and open studios days, public arts commissions etc.),
- establish capacity building structures and tools for artists and cultural entrepreneurs, organize master classes and foster alternative educational opportunities,
- cultivate Athens' cultural brand through participation and partnerships with local and foreign institutions and artists,
- support existing and create new art festivals.

Action Owner: City of Athens

Partners: Athens School of Fine Arts, OPANDA, ADDMA, Athens Culture Net, Residencies, Cultural Organizations

Funding sources: private donors, Municipal funds

Time frame: Short-term



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A.3

Holistic city brand



Description:

Athens will further develop and promote a city brand aiming at a more thriving, inclusive and supportive environment both for entrepreneurs as well as for citizens and visitors.

This lighthouse action refers to a long-term, holistic approach both on policy-making decisions as well as marketing interventions that will elevate Athens' position globally and attract investments, visitors and citizens while creating new job opportunities.

Goal A

Enhance the city's identity and promote new types of belonging

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the city
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city's identity
- Promote local culture
- Support and promote the human talent
- Provide incentives for economic development
- Promote sustainable management and development
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens (ADDMA, ORS)

Partners: Bloomberg Associates, World Bank, Major city Companies and Investors, Professional Associations, Region of Attica, Ministry of Tourism and Culture, Athens Culture Net, Aegean Airlines, Athens International Airport

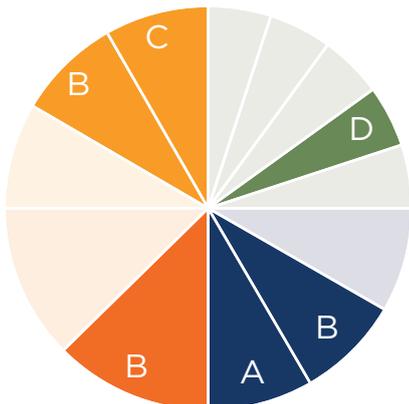
Legislative authority:



Funding sources: private donors, Municipal funds

Time frame: Medium-term

SDGs goals:



A.3

Holistic city brand

A.3.1 This is Athens municipal endeavors umbrella logo

Following the example of other successful city brands and an exciting beginning with its city brand/ tourist campaign in 2016, Athens will gradually adopt a common brand for all its endeavors: This Is Athens logo and branding. Currently the numerous and different municipal programs, organizations and initiatives lack a cohesive branding. This adds to confusion and lack of awareness considering the City of Athens while preventing the development of This Is Athens to its full potentials.

This Is Athens brand should eventually be linked to the municipal business and strategic planning. The City of Athens will promote communication and collaboration between all the municipals departments and projects, which will inform and be informed by the holistic city brand This Is Athens.

Action Owner: City of Athens (ADDMA, ORS)

Partners: Bloomberg Associates

Funding sources: structural funds, NSRF 2014-2020

Time frame: Medium-term to Long-term

A.3.2 Economic impact analysis of municipal investment projects

The City of Athens should go through an economic and fiscal impact analysis of Municipal investment projects. This should be guided by the Resilient Strategy values and goals. Never before has the city assessed the impact of its economic investments or made decisions based on scenarios of future shocks and stresses that the city will be facing.

Action Owner: City of Athens (ORS)

Partners: Platform Partner, ADDMA

Funding sources: Municipal funds

Time frame: Short-term

A.3

Holistic city brand

A.3.3 Athens development and tourism capital partnerships

Following the example of the Athens Tourism Partnership (ATP) as well as the Athens Convention and Visitors Bureau (ACVB) the city will scale up and maximize its partnership potential to include other major city investors in the funding and co-creating major municipal initiatives.

The Athens Tourism Partnership (ATP) - a joint effort by the City of Athens, the Athens International Airport and Aegean Airlines - was established aiming at the city's tourism sector growth, by positioning Athens as a modern cultural city destination. ATP agreed to pool resources and develop a 2016-2017 Marketing and Communications program under the official This is Athens brand umbrella. Marketing Greece was assigned the role of Campaign Manager. This is the beginning for building up capital synergies that will create and consolidate of a common concepts and effort, sustained by the addition of further investment and buy engaging more and more segments of the Athenian tourism providers.

The Historic and Commercial Triangle's Development Plan for Athens will be closely linked to the ADDMA synergies and partnerships. The vision and feasibility plan created for the center of Athens, will provide the "pull" for further collaborations and private-public partnerships.

Action Owner: City of Athens (ADDMA)

Partners: Aegean airlines, Athens International Airport, private companies, investors

Funding sources: Municipal and private funds

Time frame: Short and Medium-term

A.3.4 Link the this is Athens brand with the Athens ID initiative

Explore all possible relationships between Athens ID and This is Athens brand. The Athens ID will be offering a wide range of discounted goods and services from Athenian enterprises, along with discounted tickets to major museums and other private and municipal cultural events. Also, it is the residents of Athens who should be the first and foremost ambassadors of Athens and their municipality when in contact with visitors. The sense of pride and belonging can be channeled and maximized through the Athens ID program and card.

Therefore a close collaboration between ADDM and the ORS is crucial for the outline of a cohesive and successful implementation of both projects.

Action Owner: City of Athens (ORS)

Partners: Athens Development and Destination Management Agency and Bloomberg Associates, TAPL

Funding sources: Municipal and private funds

Time frame: Short and Medium-term

A.3.5 Municipal employment agency and job quota for Athenian residents in tourism

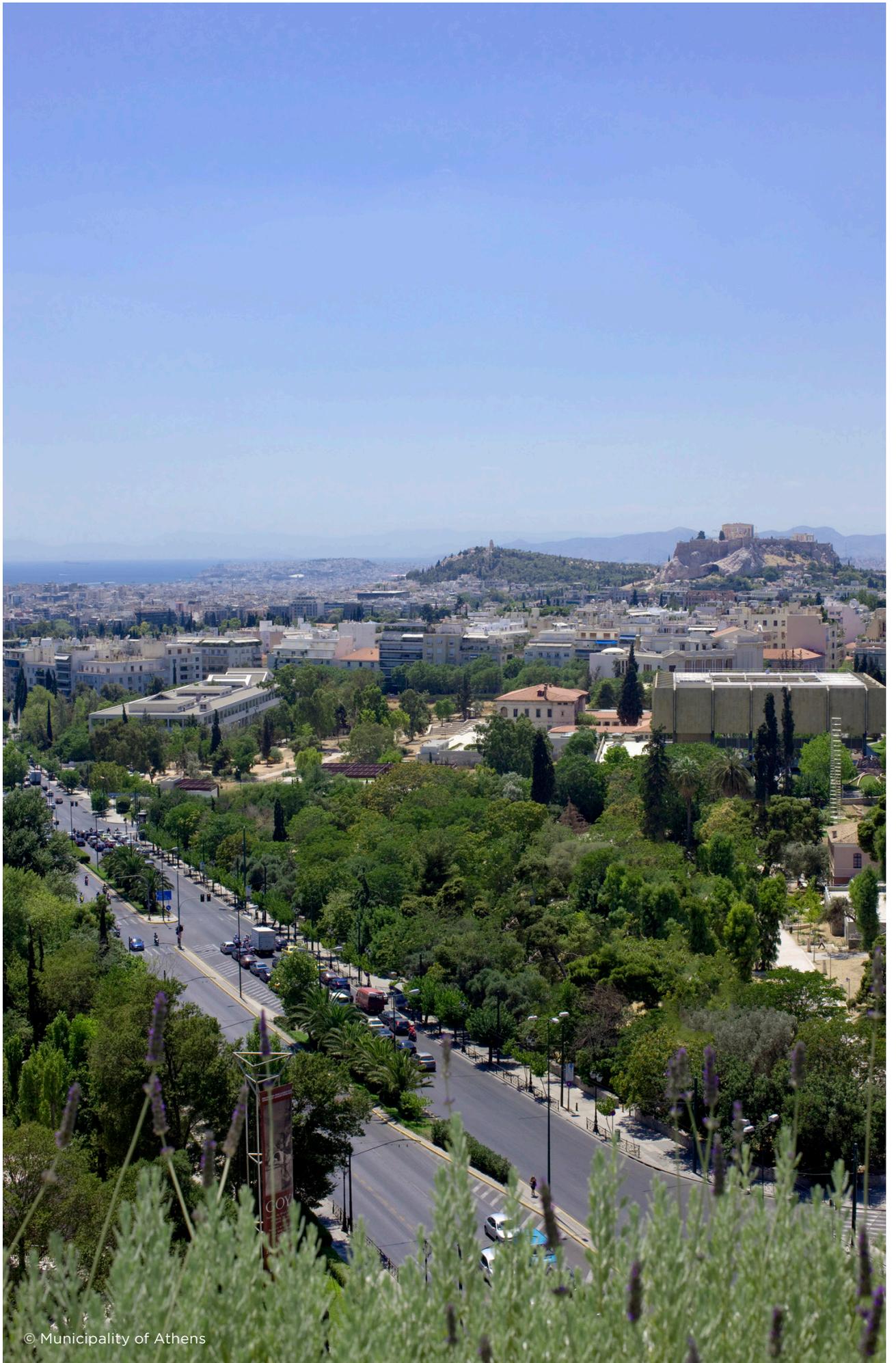
For every 60 people that visit Athens a new job is created, and tourism witnessed great growth in 2016 and the projections for 2017 are even better. The City of Athens should negotiate with the tourism sector (e.g. large hotels, catering, shops) a quota for hiring Athenian residents (for example a 20%) in the tourism job openings. The City of Athens should consider using its prerogative to open up a local employment agency.

Action Owner: City of Athens (ADDMA)

Partners: city's tourism sector, professional associations, Region of Attica

Funding sources: Municipal and private funds

Time frame: Medium-term



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A.4

Green And Cultural Urban Corridors

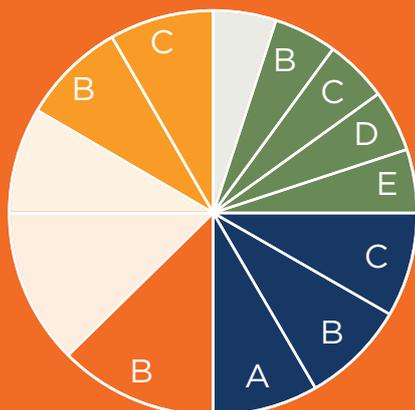


Description:

The city is looking into the opportunity of linking important green areas as well as several cultural landmarks together, by constructing green, walkable urban corridors. Already in the Climate Change Adaptation Action Plan, two different but compatible actions refer to the creation of Green Corridors, one more locally within the municipality of Athens and the other on a metropolitan scale. Existing green areas in the Municipality of Athens are scattered around different districts; their connection will create much better microclimatic conditions in the city. The same is true in regards to the city's major historic landmarks and cultural centers: networking them, making it possible to walk from one to the other, magnifies their potential..

The proposed green and cultural corridor connects the National Auditorium, with the Olympic Stadium, the Zapeion Mansion and the Hill of Arditos. Then it continues to the Columns of Olympian Zeus linking them with the Acropolis Museum and the Great Pedestrian Walk of Dionysiou Aeropagitou . The next stretch would connect the Acropolis Museum with the National Museum of Modern Art , the Onassis Cultural Center and finally the Stavros Niarchos Foundation Cultural Center . The city center would thus open itself through a beautiful walkable and cyclable green boulevard, Syngrou Avenue, to the great gardens, library and opera house of the Niarchos Center, but also to Faliro: its natural seafront.

More important, but also more long-term, would be a similar corridor eventually linking Athens to the port of Piraeus. This corridor would transform Piraeus Avenue into a boulevard, connecting the Benaki Museum and Technopolis with the archaeological site of the Keramikos cemetery and the Ancient Agora of Athens. It would thus link these sites with the pedestrian road that surrounds the Acropolis, this time from the west. Pass through a redesigned Omonoia Square the green corridor would continue to the Archaeological Museum transforming Patision Avenue into a boulevard that would go through some of the most depressed neighborhoods of Athens. This is a very densely built and inhabited part of town, with the least green and open spaces, and the highest unemployment and poverty rates.



Goal A

Enhance the city's identity and promote new types of belonging

Two important sources could provide foundations or inspiration for going forward. In 2013, the Region of Attica, in cooperation with the Faculty of Architecture of the National Technical University, implemented a research project entitled "Investigation Strategies for Networking Urban Interventions at the Metropolitan Center of Athens.". The other great source of knowledge is the studies implemented in the context of Unification of Archaeological Sites of Athens initiative/authority (EAXA).

Resilience Value:

- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city's identity
- Promote local culture
- Provide incentives for economic development
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens

Partners: Region of Attica, Ministry of Environment and Energy, universities, Ministry of Culture and Sports, relevant municipal departments, Greek Archaeological Service

Legislative authority:



Funding sources: Municipal funds, Regional Funds, structural funds, private donors

Time frame: Medium-term to Long-term

SDGs goals:





A.5

Sustainable municipal real-estate management



Description:

Athens is restoring and repopulating municipal buildings in order to create dynamic spaces for the Athenian neighborhoods. The city needs to design sustainable development plans for the management of these build resources that can support crucial and/or innovative industries and communities (creative economy, start-up community, civil society and social entrepreneurship).

These efforts will start and use as pilot the recently renovated Serafeio Sports, Cultural and Innovation Center. The center includes a swimming pool, several sports fields, a playground as well as co-creation spaces and opportunities for large PV and other renewable energy systems.

Serafeio can provide a focal starting point for creating a methodology for sustainable development regarding different municipal buildings (reporting. KPIs, feasibility analysis, action plan etc.)

Goal A

Enhance the city's identity and promote new types of belonging

Resilience Value:

- Support integrated planning and strengthens municipal leadership
- Maximize city's assets
- Promote the quality of life and the well-being of citizens
- Maximize the dynamic of the Athenian neighborhood
- Invest in local capacity building

Action Owner: City of Athens, Athens Development and Destination Management Agency (ADDMA)

Partners: Athens Partnership, Deputy Mayor for Civil Society and Social Innovation

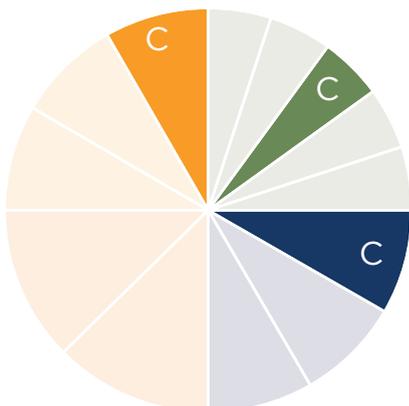
Legislative authority:

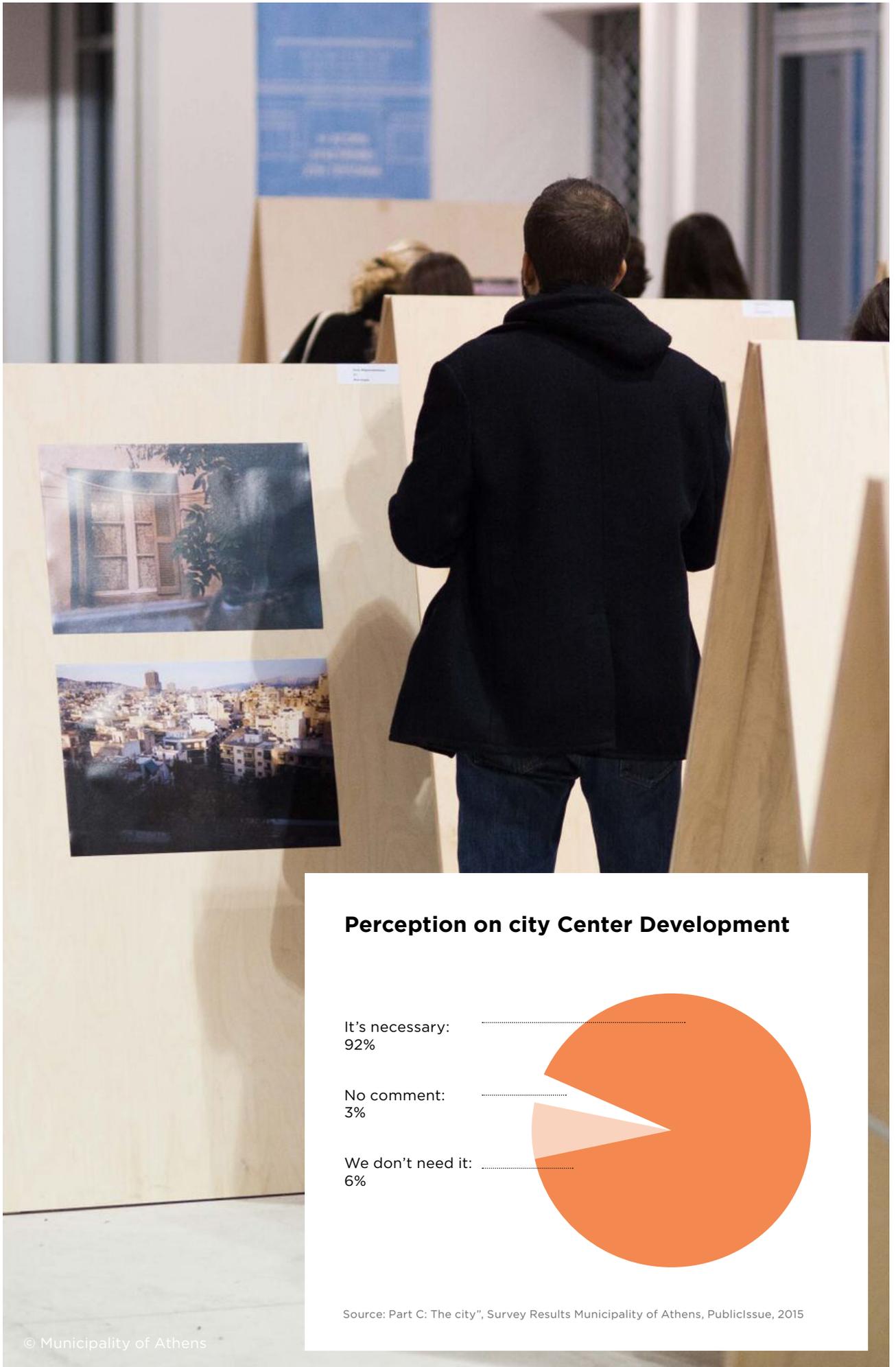


Funding sources: Municipal funds, structural funds, private donors

Time frame: Medium-term

SDGs goals:



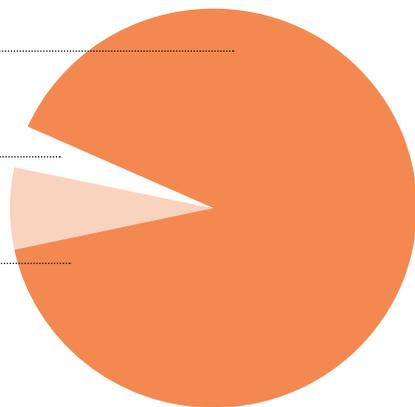


Perception on city Center Development

It's necessary: 92%

No comment: 3%

We don't need it: 6%



Source: Part C: The city", Survey Results Municipality of Athens, PublicIssue, 2015

A.6

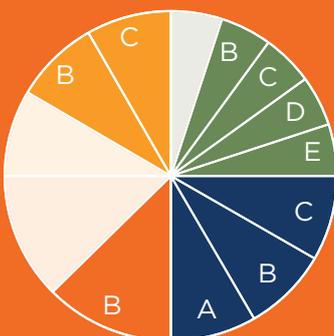
city center development project



Description:

Currently the City of Athens is undertaking a significant initiative called Trigono [triangle], piloting the development and revitalization of a small part in the Athens Commercial and Historical Triangle. The pilot area is expected to expand in concentric circles over the whole city center (and replicated in each of the 7 city districts in the future). Up scaling this project, i.e. designing the development and revitalization of the Center of Athens, needs a vision and a long term strategic plan that take into consideration the areas assets and special character, as well as its challenges. An analysis of the heat, energy and seismic characteristics of its building stock, a detailed and forward thinking mobility study, and an economic and fiscal Impact analysis of investment should inform both vision and strategy. This is a major project for the City of Athens; it will boost its economy, tourism and most importantly revitalize the city in a resilience building way that will allow it to have a future and thrive.

The Trigono project (2016-2018), which is supported by the Stavros Niarchos Foundation, aims at upgrading the aesthetics, logistics, operation and maintenance of a small down town area, promoting walkability, entrepreneurship and stakeholder engagement, in order to revitalize approximately 110,000 square meters (27 acres) in a holistic way. This small area is a characteristic part of the Commercial and Historic Triangle, i.e. the vibrant heart of Athens which in total includes its main commercial streets, the Parliament and several Ministries, major monuments, hotels and city squares as well as the central turn-of-the-century food market. Right below the Acropolis, it includes the Old Athens town of Plaka along with many contemporary cultural sites. However, the ubiquitous cars and traffic, the narrow crowded sidewalks and illegal encroaching of public spaces, the Urban Heat Island Effect, and the aging building stock limit the economic potential of the area creating negative impressions of the city to visitors, investors and residents.



Goal A

Enhance the city’s identity and promote new types of belonging

Resilience Value:

- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the city
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Enhance city’s identity
- Promote local culture
- Provide incentives for economic development
- Promote sustainable management and development
- Promote residents’ well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens

Partners: Platform Partner, Athens Partnership, Commercial business, public utility companies, Academic Community, Bloomberg Associates, CSOs, universities

Legislative authority:



Funding sources: Municipal funds, structural funds, private Public Partnerships, Stavros Niarchos Foundation

Time frame: Medium-term to Long-term

SDGs goals:



Goal B

Maximize existing city assets and support employment

Many of the city's assets have been wasted or underused. These include vacant buildings/apartments, empty lots, public and green spaces, roof tops and of course its human resources. Through the suggested actions we propose a shift of culture that reinvents and reinvests on all these assets that have up to now been overlooked.

Vibrant city







B.1

Vacant buildings: crucial urban resource



Description:

Athens will launch a strategic plan aiming at revitalizing the city’s center through empty building restoration and occupancy.

Over the years, the densely populated center of Athens has been plagued by high vacancy rates, deteriorating infrastructure, and absence of public and private investments. These conditions stifle the economic potential of the area and negatively impact visitors’ and investors’ impressions of Athens. There are approximately 1.800 abandoned buildings within the municipality, more than 10% of which are also classified as dangerous for either structural or public health risks. Furthermore, from declining property values to increasing crime and municipal costs, the deleterious impacts of vacant and abandoned properties are well documented.

The Mayor of Athens has drafted a legislative amendment that would enable the municipality to facilitate the management and leasing conditions for abandoned buildings. This amendment allows municipalities to pursue interested parties that could undertake the renovation of vacant and abandoned properties in the center of Athens in order to returning them to productive use and revitalize blighted neighborhoods.

The city should first champion passing the legislation amendment in order to be able to go forth with the implementation of a developmental and equitable strategy regarding abandoned buildings as well as the best possible maximization of their value. The program should draw inspiration from best similar practices from European and the US cities, from the robust study assessing the characteristics of these 1.800 buildings issued by the Urban Planning Department of the University of Thessaly (sponsored by the Onassis Foundation), as well as from the existing ADDMA’s initiatives regarding the coupling of empty stores with young and creative entrepreneurs.

Goal B

Maximize existing city assets and support employment

Abandoned buildings
 Source: Secretary of Cleanness, Recycling and Maintenance, 2011



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- Resilience Value:**
- Support data-driven policy making
 - Enhance and promote communication channels with the citizens
 - Develop synergies with city stakeholders and enhance participation
 - Support integrated planning and strengthen municipal leadership
 - Raise awareness and appreciation for the city and its services
 - Maximize the dynamic of the Athenian neighborhood
 - Combine essential services with dynamic urban development
 - Invest in local capacity building
 - Promote equitable, cohesive and supportive communities
 - Simplify bureaucratic processes
 - Enhance city’s identity
 - Provide incentives for economic development
 - Promote sustainable management and development
 - Support and enhance natural environment
 - Promote residents’ well-being and ameliorate their quality of life
 - Maximize urban assets

Action Owner: City of Athens (Mayor’s Office)

Partners: platform partners, universities, ADDMA, Ministry of Economy and Development, Region of Attica

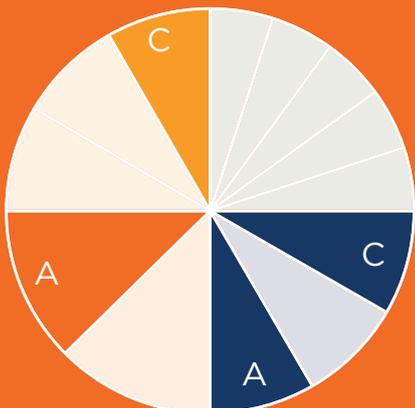
Legislative authority:



Funding sources: private Public Partnerships

Time frame: Long-term (due to legal barriers)

SDGs goals:





B.1

Vacant buildings: crucial urban resource

B.1.1 Creative uses of unused spaces

Due to the complex legal framework for private ownership and the continuing economic crisis, Athens currently exhibits many open empty lots, half built constructions and abandoned buildings throughout its 7 districts. The concept of temporary usage presents a set of solutions, inspired by other cities around the world while integrating a whole set of local urban dynamics that are creating today the right environment for co-creation, collective commitment and community engagement.

Athens will create a framework of actions of creative uses of unused spaces cultivating the methodologies and the best practices shared in international networks and partnerships with cities within and outside Greece.

- Assess and implement the forthcoming URBACT action plan "Refill" focusing on creating an action plan with proposed solutions on the temporary use of empty spaces.
- Investigate the multiple studies that populated the Franziska Orzo Project (2016) regarding incomplete construction of buildings and facilities left gaping in Metaxourgio and the Kerameikos area.
- Examine the implementation possibilities of the Vienna project or Project Urbanaughts and Gratzelhotel (Neighborhood Hotel) for Athens together with investment possibilities.

Action Owner: City of Athens

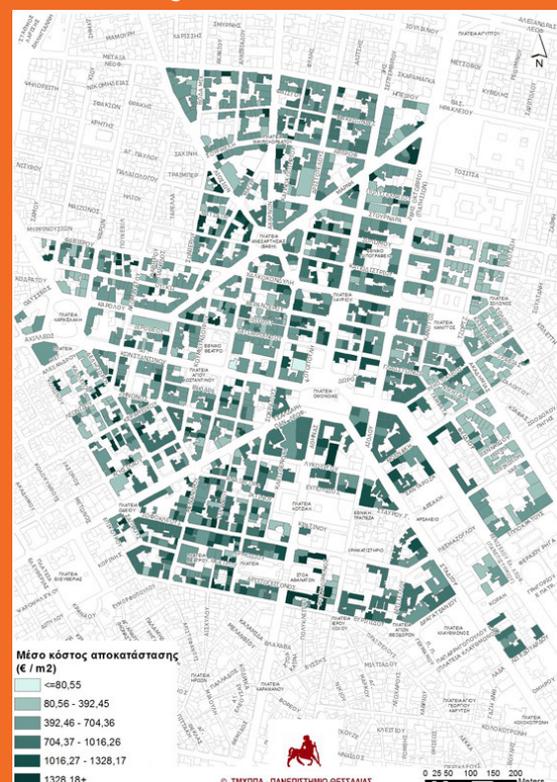
Partners: city of Vienna, Athens Development and Destination Management Agency, Refill URBACT program

Funding sources: private Investors, Crowdsourcing

Time frame: Medium-term / aspirational



Vacant buildings





© Municipality of Athens

B.2

Employment action framework



Description:

After six whole years of economic crisis the levels of unemployment in Greece are the highest in the Eurozone: 23,3% in the general population and 44,2% among young people (January 2017: Eurostat)

The City of Athens, except from the Municipal Employment Agency allowed by the local authority legislative framework (Kalikratis), doesn't have other authorities regarding employment and job creation. However, through its two developments agency's the Athens Destination and Development Management Agency and the Technopolis City of Athens, the City of Athens in the years of economic crises, through collaborations with all the city's Professionals Associations and major partners from the IT sector, managed to establish several Business Start-up Incubators and Accelerators. The most famous of which INNOVATHENS located in Technopolis City of Athens.

Even though it does not fall under its precise jurisdiction, authority and scope, the City of Athens, through partnerships, innovative thinking and legislative amendments is ready to develop and launch a series of equal opportunity initiatives that will help employment and the development of SMEs.

Goal B

Maximise existing city assets and support employment

Resilience Value:

- Support data-driven policy making
- Enhance and promote communication channels with the citizens
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the city
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city's identity
- Promote local culture
- Support and promote the human talent
- Provide incentives for economic development
- Promote sustainable management and development
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens

Partners: Athens Development and Destination Management Agency, TAPL, Technopolis City of Athens, Academic Community/Athenian universities, Civil Society Organizations, Professionals Associations, Ministry of Labour, Ministry of Development

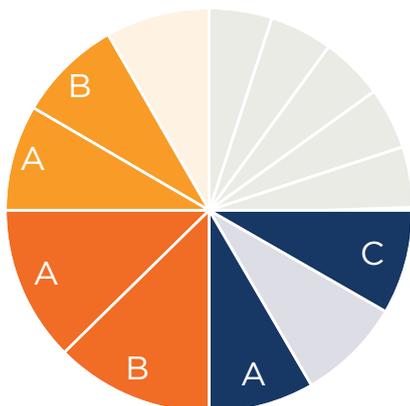
Legislative authority:



Funding sources: the Bertelsmann Foundation, Central Government, Municipal, structural funds and private funds

Time frame: Short-term to Long-term

SDGs goals:



B.2 Employment action framework

B.2.1 Platform for extra work

This is a policy proposal that was developed in the context of the Transatlantic Policy Lab (TAPL), an initiative instituted in Boston and Athens by IOORC Platform Partner, the Bertelsmann Foundation. The proposal aims at making the local labor market more efficient by enabling people to connect and identify informal employment opportunities.

The Platform for Extra Work centers on how the municipality can make the local labor market more efficient by setting up a digital platform in which Athenians can seek informal employment. This initiative combats the black market, increasing individual income and contributing to GDP growth. Through this initiative the city will assess and qualify available demand, engage funders, and keep the market for extra work (which is largely a black market) under local control and supplied with bookings.

Action Owner: City of Athens (ADDMA, ORS)

Funding sources: the Bertelsmann Foundation and Municipal funds

Time frame: Short-term to Medium - term

B.2.2 Work integration social enterprises

After 6 years of economic crisis with high levels of unemployment among locals and refugees unable to leave the country the City of Athens needs to find ways to help integrate people into the workforce. This is important for the city's systems and structures, as Athens is actually emptying out, losing its population as many businesses have close and many houses are empty. In addition city staff is shrinking and the city doesn't have the ability to hire more employees.

The municipal social services department launched in 2016 a pilot program linking social welfare beneficiaries to social entrepreneurship. The pilot program included 20 beneficiaries. Based on that experience the city should scale it up and institute a whole series of Work Integration Social Enterprises based on the example of similar programs in Europe.

The following steps of the pilot program should be scaled up and enhanced by the experience of other cities/countries that have proposed and implemented policies that repositioned thousands of disadvantaged persons from conventional welfare structures in which they were simple objects of assistance, to full re-integration in society. That is transforming them into producers and generators of value for themselves and for others.

- a. Provide training for Social Services' Employees implementing the methodology developed by the ADDMA's program for social entrepreneurship
- b. Link beneficiaries from vulnerable populations with to social entrepreneurs
- c. Monitor the beneficiaries' progress
- d. Develop a robust methodology for the integration of socially vulnerable groups to social enterprises
- e. Develop a micro-loan scheme

Action Owner: City of Athens (Municipal Social Service Department, ADDMA)

Partners: universities

Funding sources: Municipal and Athens Partnership funding

Time frame: Short-term to Medium - term

B.2

Employment action framework

B.2.3 Refugee and immigrant business permits

Encourage the entrepreneurial efforts of refugees and immigrants who have work permits by facilitating the municipal process of issuing SMEs' permits. A policy plan will be developed in order to avoid bureaucratic stereotypes and bottlenecks including:

- a. Assess and evaluate the existing and projected numbers and types of applications for SME permits as well as the capacity that refugees/migrants can bring to the city.
- b. Provide anti-racist training for the relevant municipal departments that issue the permits and come in contact with the migrants.

Action Owner: City of Athens (Department for Migration, Department for Commerce)

Partners: TAPL, universities, ADDMA

Funding sources: Municipal and TAPL

Time frame: Short-term to Medium - term

B.2.4 Young women's capacity building and re-entering the labor market support

The Municipality will establish long-term capacity building programs especially designed for unemployed women, supporting their re-entering into the labor market.

Action Owner: City of Athens (Department of Social Services, Department for Children and Education)

Partners: universities, Women On Top

Funding sources: Ministry of Education

Time frame: Short-term to Medium - term

B.2.5 MyAthens project: enhance education, careers and citizenship

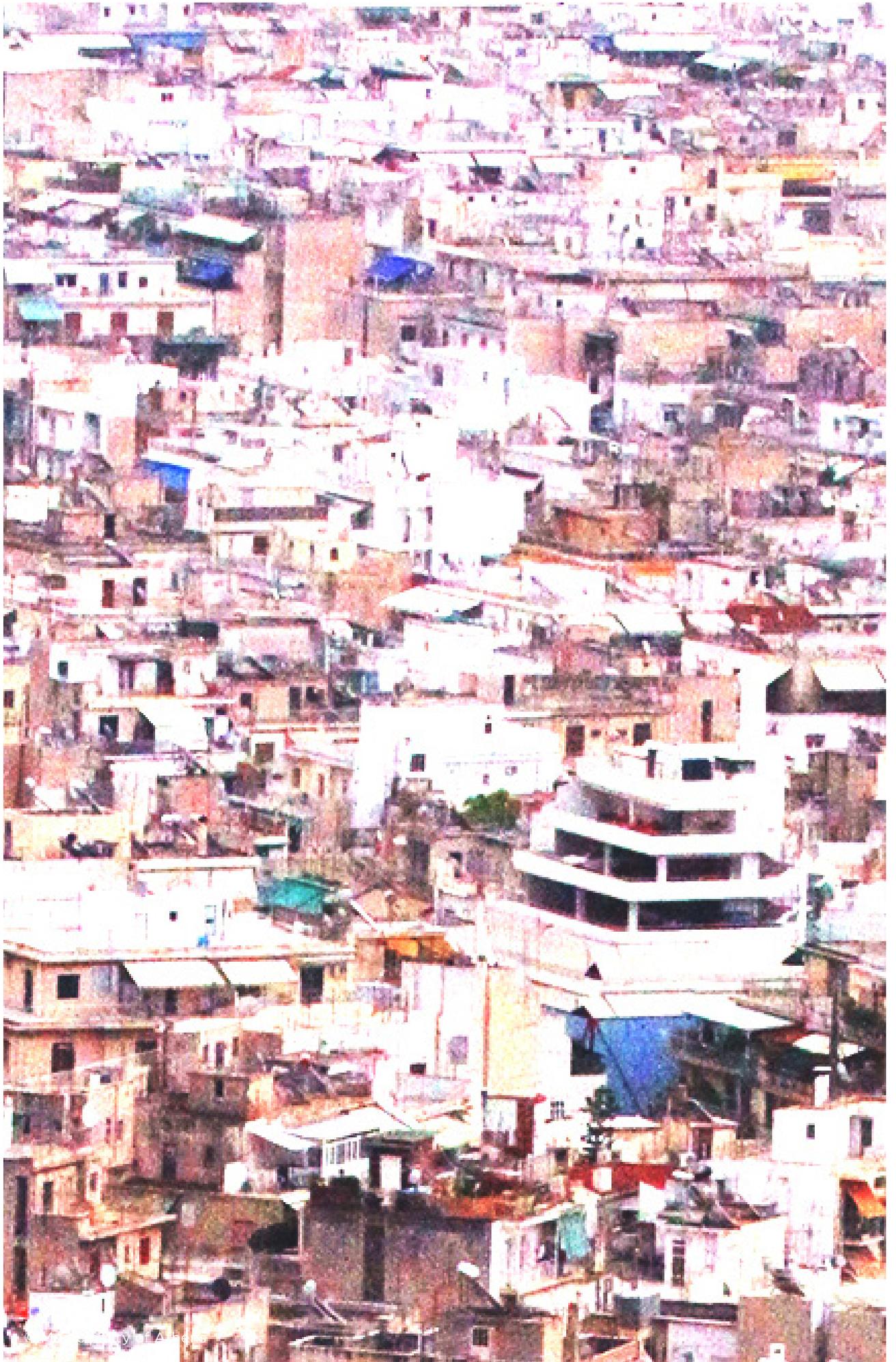
My Athens Project will be piloted in schools of the 6th district in order to provide school children from the ages of 11 to 13 with inspiring learning environment spurring knowledge of civic institutions and their community. My Athens is centered on providing a learning environment within a "miniature town," where students spend a day as employees, citizens and consumers, with the support of teachers, facilitators and public and private organizations. With the award-winning educational initiative Me and Mycity,12 pioneered in Finland, as a blueprint, Athens should launch an initiative in the 6th district aimed at enhancing basic education to drive entrepreneurship, economic development and social cohesion. Pilot the My Athens Project will allow the municipality to tackle demotivation and a lack of civic knowledge among students aged 11-13. MyAthens will build on existing initiatives in the municipality and the 6th district, such as the Schools Open to the Neighborhood.

Action Owner: City of Athens (Deputy Mayor for Children, ORS)

Partners: School Teachers/Administrators, Students, District Council, Schools Open to the Neighbourhood, Business Community, NGOs, universities and the Office of Innovation

Funding sources: TAPL

Time frame: Short-term to Medium - term



B.3

Social housing program



Description:

The continuous economic recession has left a significant percentage of the population facing the risk of homelessness as they cannot afford rent, taxes and loan payments. Therefore, the provision of an equitable, fair and sustainable module for social housing constitutes a crucial need for Athens. Even though it doesn't fall within the limits of its jurisdiction the municipal social services have already established several such building to accommodate a small part of the marginalized population needs.

It is a resilient knowledge that achievements can only be gained through balanced and thoughtful development plans measuring the geographical urban and human resources.

The city in collaboration with the central government should create a program to provide social housing in empty buildings of Athens in a diverse group of vulnerable populations and beneficiaries. The system should be based in a strict and fair model of evaluation of the beneficiaries based on meritocracy in order to justify the selection of the people and the implementation of the project.

Goal B

Maximise existing city assets and support employment

Resilience Value:

- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the city
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Enhance city's identity
- Promote local culture
- Support and promote the human talent
- Champion developmental instead of humanitarian approaches
- Provide incentives for economic development
- Promote sustainable management and development
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens, central government

Partners: Academic Community, Deputy Minister of Labor, Social Solidarity and Social Welfare, Ministry of Development, Ministry of Energy and Environment, Region of Attica

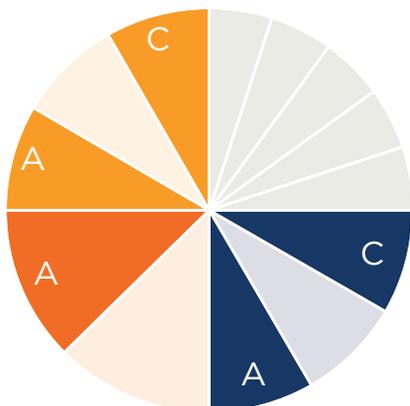
Legislative authority:

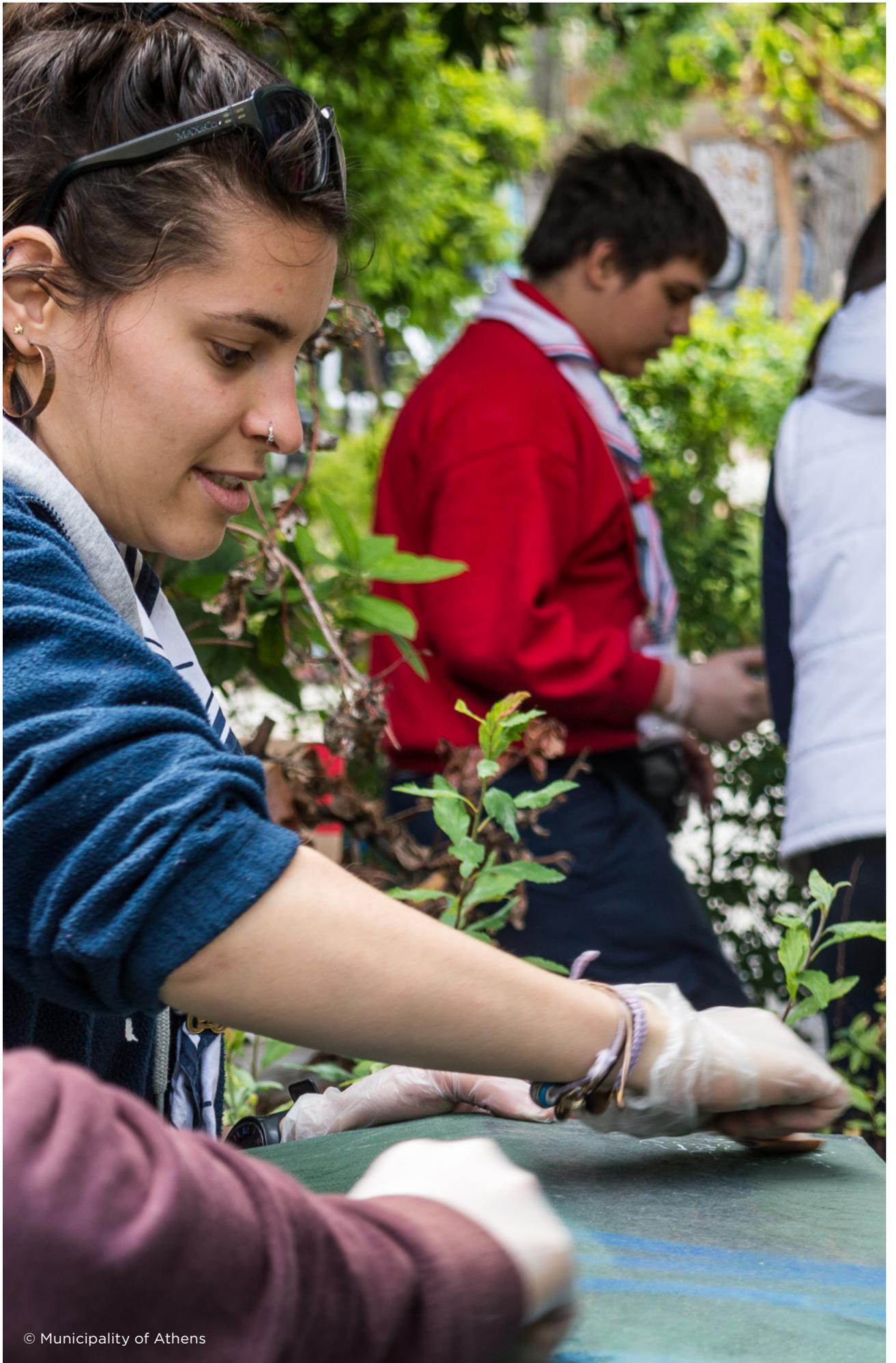


Funding sources: UNHR, National and structural funds, Municipal funds

Time frame: Long-term / aspirational

SDGs goals:





B.3

Social housing program

B.3.1 Relocation program expansion for vulnerable populations

A program will be created to provide social housing taking advantage of the empty buildings of Athens and linking them with the diverse group of vulnerable populations. In addition, a networking platform that helps the beneficiaries to provide services in the community as a form of giving back (reciprocity) will be developed. Input from Accommodation for Relocation Project (ADDMA and UNHCR) will be used.

Action Owner: City of Athens, Office for Resilience and Sustainability

Partners: Athens Development and Destination Management Agency

Funding sources: UNHCR, Municipal funds

Time frame: Long-term

B.3.2 Explore elderly house potential uses

The Elderly House is an important city asset even though it currently faces many administrative complexities and financial challenges.

City of Athens should consider proposed programs by Deputy Mayors for Child and Social Affairs related with its use as social housing facility for students and vulnerable populations. The beneficiaries in exchange will interact with the elderly tenants and provide small-scale services. This model of reciprocity will promote social inclusivity and coexistence between different populations.

The Elderly house can also be considered as a hub for social entrepreneurship specializing in providing services and products relevant to the aging population.

The Elderly house can also be considered as a hub for social entrepreneurship specializing in providing services and products relevant to the aging population.

Action Owner: City of Athens

Partners: Academic Community, Civil Society, Ministry of Education, Ministry of Social Affairs

Funding sources: Municipal funds

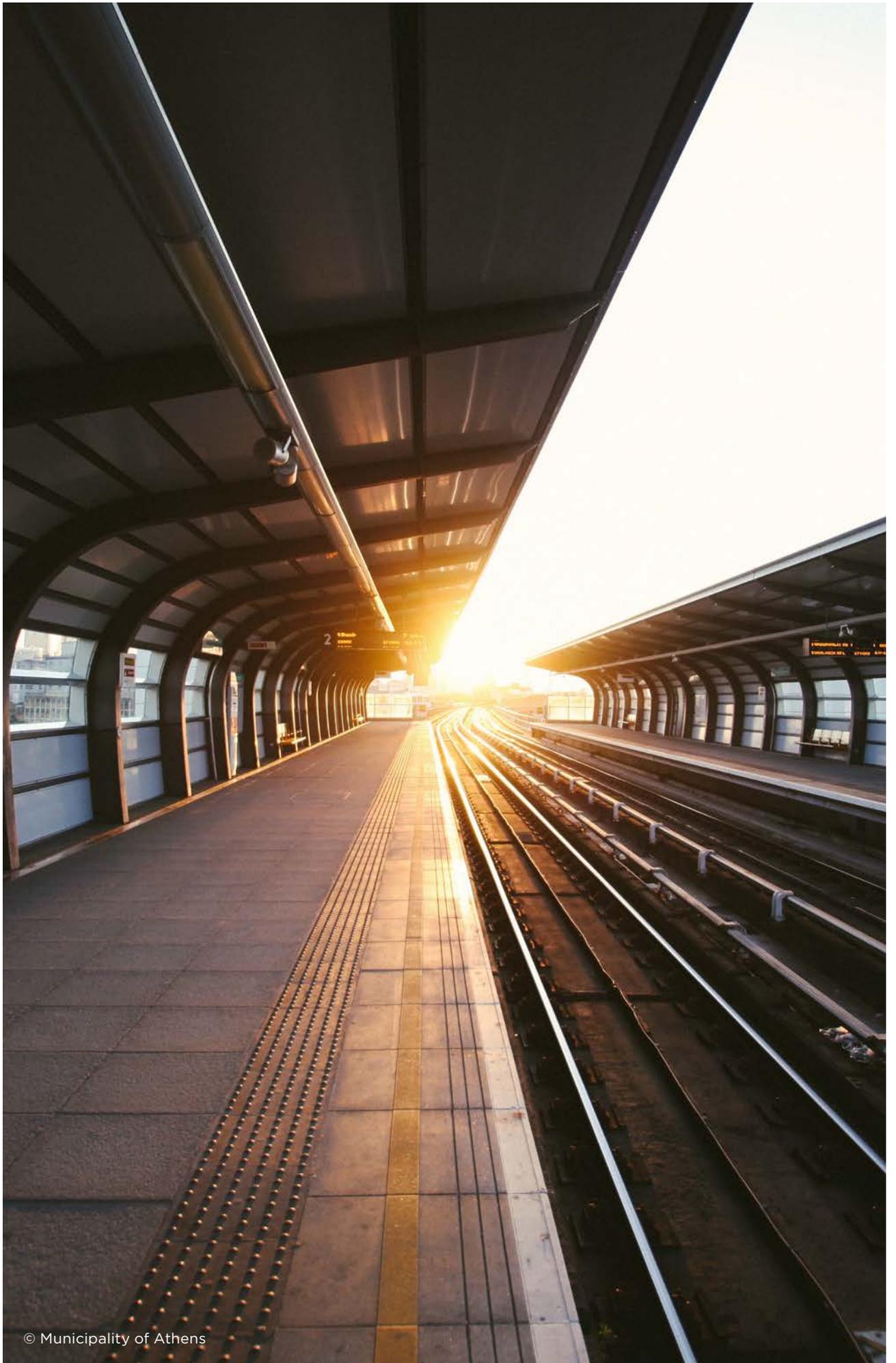
Time frame: Long-term / aspirational

Workshops for Promoting Resilience**Organise a Polykatoikiathon**

The city needs to capitalize on its unique and particular typology of apartment buildings, the Polykatoikias, and encourage better and new types of uses.

Since the start of the financial crisis, many urban residents in Greece (and in other countries around the world) are beginning to embrace and accept the apartment building as part of an effort to better understand their cities and, by extension, themselves.

We will organize a hackathon in which designer, architects, urban planners, academics and other professionals will prioritize existing opportunities and generate new ideas about retrofitting and rethinking potential uses of the multi story residential buildings of Athens. The possible outcomes will connect this fascinating element of the city with its resilient actions and provide ideas on addressing key issues like the energy poverty, the climate change and the social inequality.



B.4

Old train stations refurbishment

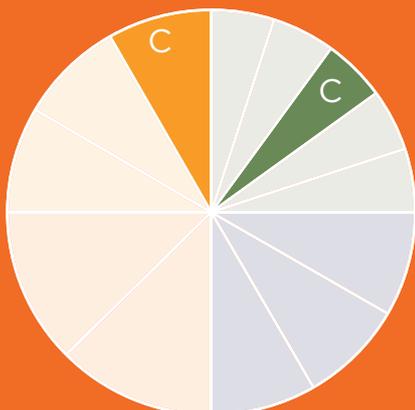


Description:

The Athens Railway Station, which is known by the name Larissa Station is the main railway station of Athens supporting long-distance travel to major destinations in the Greek mainland. The station is served by the Athens Metro and by the suburban train line that link it, though not directly, to the Athens International Airport. The station is a significant city landmark and resource as it serves large numbers of people on a daily basis and constitutes a crucial part of Greece's historical and socio-economic life.

The Athens Railway Station (Larissa Station) was inaugurated in 1904. It was built right next to an older train station, the Peloponnese Station, a listed national heritage site, constructed in 1884. The building was inspired by the Chemins de fer Orientaux in Istanbul. The Peloponnese Station was closed in 2005 and all its activities have been transferred to the nearby Larissa Station. The past years civil society informal organizations and other more formal stakeholders have organized successful events within the premises of the close building, highlighting its old world charm and its potential cultural, social and economic value. This old Athens gem is ready to be reborn through a brilliant, forward-looking regeneration project. The project should focus on developing Peloponnese Railway Station as a multimodal cultural and entrepreneurial (food) hub and a new landmark for the city maximizing its historical and architectural significance.

The Athens Railway Station (Larissa Station) struggling to fulfill the everyday demands of modern Athens needs to be renovated as well. The building can inspire and support a variety of architectural interventions for multiple uses and the grounds provide incentives not only for significant social, economic and environmental urban development. The renovation and refurbishing of both stations will provide new opportunities for a multifaceted development of the adjacent devastated neighborhoods. The station could become a vibrant part of the everyday life of the city.



Goal B

Maximise existing city assets and support employment

Resilience Value:

- Enhance and promote communication channels with the citizens
- Support transparency and accountability
- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Raise awareness and appreciation for the city and its services
- Maximize the dynamic of the Athenian neighborhood
- Mitigate black economy in the city
- Combine essential services with dynamic urban development
- Invest in local capacity building
- Promote equitable, cohesive and supportive communities
- Protect and maintain critical infrastructure
- Enhance city's identity
- Promote local culture
- Support and promote the human talent
- Provide incentives for economic development
- Promote sustainable management and development
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens

Partners: Region of Attica, universities, Athens Development and Destination Management Agency, Ministry of Economy and Development, Ministry of Infrastructure, Transport and Networks, Athens Urban Transport Organization, TrainOSE

Legislative authority:



Funding sources: NSRF 2014-2020, Municipal funds, ERGOSE

Time frame: Long-term

SDGs goals:





© Municipality of Athens

B.5

Expropriation and greening of abandoned lots in Athens



Description:

Athens is undoubtedly a grey city and has a population density of 44,140 people per square mile (17,040/square kilometre). The lack of cohesive approach towards open and green spaces in Athens has a chronic affect in the urban fabric and the quality of life.

The city through the process of expropriation the city will create new public space in the seven city districts.

Currently, the city has overcome all the legal and bureaucratic obstacles in order to commit 600 million Euros in objective values and transform them to open spaces.

The city should raise sufficient funds and proceed with all the necessary steps. This action will contribute drastically to the quality of life and the well being of Athenians by adding greening to the city.

Goal B

Maximise existing city assets and support employment

Resilience Value:

- Develop synergies with city stakeholders and enhance participation
- Support integrated planning and strengthen municipal leadership
- Maximize the dynamic of the Athenian neighborhood
- Promote equitable, cohesive and supportive communities
- Simplify bureaucratic processes
- Protect and maintain critical infrastructure
- Enhance city's identity
- Promote sustainable management and development
- Support and enhance natural environment
- Promote residents' well-being and ameliorate their quality of life
- Maximize urban assets

Action Owner: City of Athens (Relevant departments)

Partners: private owners, Green fund

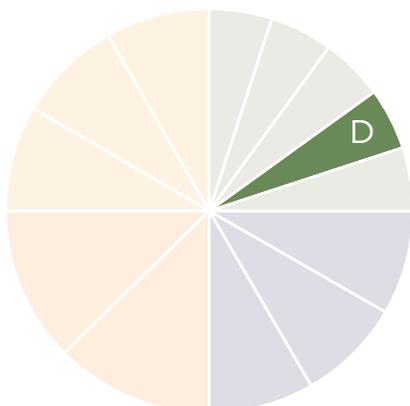
Legislative authority:



Funding sources: the green fund, Municipal funds

Time frame: Long-term

SDGs goals:



100 Resilient Cities Network in Action

#1 - Open data (Urban Resilience Indicators) | Bristol

In the 100RC network, the city of Bristol, United Kingdom is also investigating a new set of city metrics as the basis for designing and evaluating future city policies and programs across different organizations and policy areas. Those metrics will measure city progress against parameters such as wellbeing, and inclusion alongside traditional economic indicators helping Bristol to move towards fairer and more sustainable future growth across the city and region. As part of this action, the Resilient Athens Team will collaborate with Bristol and its Chief Resilience Officer to share approaches and information.

#2 - Open data | Bristol

In the 100RC network, several cities, including the city of Bristol, United Kingdom are also pursuing the benefits of sharing the city's data to address city challenges, promote innovation and make the city more open and accountable. By improving accessibility and citizen engagement with city open data platform provides citizens with the capability to create innovative and resilient solutions to city challenges. As a part of this action, the Resilient Athens team will reach out to the fellow cities in order to identify open data ecosystems that facilitate stake-holder's interaction with city data.

#3 - Bristol city 2066 Net-Zero Homes | Bristol

Most global governments are successfully delivering against their carbon emissions reduction targets. It is widely thought that climate change has been successfully contained to within 1.5 degrees. A Well-Being Index is used in political decision making in Bristol and many other devolved areas of the UK. The Circular city initiative, adopted by several UK cities, has led to a step-change increase in resource efficiency. Bath has been recognized for its excellence in resource hyper-efficiency and has become a leading example globally. Urban hubs such as Southmead, Hengrove and Thornbury have become increasingly restructured around localized services that support and promote zero waste.

Producers are required by international law to design goods for disassembly and reuse globally. There has been an accelerated effort to construct net-zero homes in Bristol's rural areas and on brown-field sites, and a marked increase in regional food production in recent years. North Somerset has pioneered quality green housing in the UK. Smart metering is used across all domestic and commercial asset types, helping manage demand for energy and water. Over 500,000 new jobs have been generated as a result of the Vision for Sustainable Growth.

#4 - Municipal Capacity Building | Oakland

The 100RC city of Oakland (California) is developing alongside with Platform Partner, Rebuild by Design a collaborative process alongside with the city staff and community leaders to conduct more effective engagement in person and online, identify opportunities and practices to include the community in the decision-making process and establish applicable frameworks for discrete issues that can be iterated and replicated. The Resilient Athens Team will collaborate with the city and its Chief Resilience Officer to share information about successful projects and lessons learned.



#5 Employment Action Framework | Oakland

The city of Oakland (California) has partnered with the non-profit micro-finance company Kiva and other key actors to offer zero percent interest loans for small business entrepreneurs. The crowd-funded program matches trustees with a diverse range of borrowers supporting entrepreneurs in low-income neighborhoods. As we are investigating equitable investment processes, we will collaborate with the city and its Chief Resilient Officer to examine this initiative and share approaches and lessons learned.

#6 - Creative Economy Strategic Plan | Several Cities

Several 100RC cities are focusing on developing holistic plan that will enhance diversified economy and foster creative industries. Despite our different histories and geographies, we can all work together to find contemporary solutions to address the global financial challenge and create a productive future for our citizens. Cities currently involved are Semarang, Rio de Janeiro and Porto Alegre.

#7 - Social housing | Several Cities

Several 100RC cities, including London (United Kingdom), Oakland (California, USA), Bristol (United Kingdom) and Vancouver (Canada), are facing the critical challenge of providing affordable and suitable housing - a United Nations-recognized basic human right. As part of this action, the Resilient Athens Team will collaborate with cities and their Chief Resilience Officer to share approaches and information.



#11 Auckland's Waste to Resources project has put the city on track to achieve zero waste by 2040 | Auckland

In efforts to achieve zero waste by 2040, Auckland initiated the Waste to Resources project in 2012, diverting materials from the waste stream and improving resource efficiency throughout the city. As one of the biggest changes in waste management in the Southern Hemisphere, seven regional services were folded into one improved city-wide waste management system. The city aims to have new services rolled out progressively by 2020, such as a network of community-led resource recovery centers, a third bin collection for food waste, and a new inorganic waste service that diverts useful material to community organizations.

#12 Renewable Energy Cooperatives | New York

Bright Power's Resilient Power Hub is a small-scale power plant that provides buildings with instantaneous back-up power to critical systems when the grid goes down, as well as energy savings the rest of the time. It can operate as part of or independent from the utility grid. The 100RC city of New York is currently implementing the micro grids and micro grid networks solutions to local businesses. The Resilient Athens Team will reach to the city in order to identify the best possible approaches for Athens.

#13 Communication Campaigns | Barcelona

As part of its long-term strategy to improve relations between new immigrants and native residents, the Barcelona city Council launched an innovative public campaign to dispel rumors, misconceptions, and prejudices that local people have about minorities and newcomers. Modeled on successful campaigns that made drinking and driving, and smoking, urgent public issues, the initiative includes a series of videos that satirize various stereotypes, such as losing cultural identity because of immigrants.

#8 Sustainable Mobility Action Plan | Several Cities

Several cities working to offer sustainable alternatives to car drivers. From Lyft to Uber, tech companies are providing a broad range of answers to urban commuting. The Resilient Athens Team will collaborate with San Francisco and other 100RC cities in order to identify the most resilient solutions to the challenge of urban mobility.

#9 - Climate Change Adaptation Action Plan

In November 2016, 100 Resilient Cities - Pioneered by The Rockefeller Foundation (100RC) and C40 Cities Climate Leadership Group (C40) announced their partnership to leverage resources and facilitate cooperation between the two groups, along with member cities to ensure for robust climate change and resilience plans. The Athens Climate Adaptation Plan is a result of the collaboration between two of the world's leading urban networks and policy organizations. 39 cities are currently participating in both networks.

#10 - Goal B - Proactive Pillar | Thessaloniki

Thessaloniki the other Greek city in the 100RC network is currently developing actions to upscale the role of boroughs to the development and progress of their districts. The city is proposing a set of pilot projects that will introduce new methods of civic engagement, decentralize power and improve trust and engagement between local authorities and citizens. As we are growing in a common legal and regulatory environment, Resilient Athens team will collaborate with the city and its Chief Resilience Officer to share information about successful projects and lessons learn.

#14 Waste Management | Amman

The sharp rise in the population in and around Amman (mostly due to recent influxes of Syrian refugees) has led to a 25% increase in the levels of waste generation. To meet this challenge, the city is developing a comprehensive program to reform the solid waste sector that will lead to the generation of renewable energy, reduction of CO2 emissions, and creation of new jobs. Besides developing and implementing a waste management framework, the city will establish waste to energy facilities and other pilot projects.

#15 Sustainable Mobility Roadmap | Bangkok

The sharp rise in the population in and around Amman (mostly due to recent influxes of Syrian refugees) has led to a 25% increase in the levels of waste generation. To meet this challenge, the city is developing a comprehensive program to reform the solid waste sector that will lead to the generation of renewable energy, reduction of CO2 emissions, and creation of new jobs. Besides developing and implementing a waste management framework, the city will establish waste to energy facilities and other pilot projects.

Working with our partners

TransAtlantic Policy Lab | Proposals for an equitable and resilient Athens

The Bertelsmann Foundation, with generous support from the Open Society Foundations, partnered with the 100 Resilient Cities (pioneered by the Rockefeller Foundation) and the German Marshall Fund of the United States (GMF) to launch the Transatlantic Policy Lab (TAPL). One American city (Boston) and one European city (Athens) have been selected to serve as pilot partners for assessment, analysis and policy implementation. TAPL convened a diverse group of American and European policymakers, practitioners and thought leaders to pursue innovative approaches to address the issue of social inequity. The group charged with identifying and designing customized policy solutions for implementation in each pilot city.

The Athens Lab was designed to build on the key findings of the Preliminary Resilience Assessment (PRA), which used community engagement to rank and order the municipality's resilience priorities. The recommendations contained finally fed into the Athens' Resilience Strategy.

A week-long explorations by a team of trans-Atlantic experts from local government, nongovernmental organizations and the private sector, took place at Athens on June 2016. It composed of eight American and eight European policy experts drawn from a range of backgrounds. The 16 participants divided into two teams, each accompanied by one local expert from the city. Each team of experts focused on one of two neighborhoods within the city those of Victoria Square and Avdi Square. In order to identify the specific drivers of social inequity at work in Athens, lab experts from the perspective social equity and inclusive growth focused on two topics, which were job creation, employment and entrepreneurship and place making aiming at reviving public space for residents and businesses in each neighborhood.

The Athens Lab was an intensive, on-the-ground exercise designed to produce targeted and implementable recommendations based on community input. The Athens Lab's findings constitute a recommendation memo for the City of Athens that outlines and includes specific proposals for improving social equity and economic opportunity in the two focus municipality districts, and a review of best practices (policies and programs). The lab produced the following recommendations as a result of its collaboration and engagement with City of Athens and local stakeholders in the three thematic areas: trust and accountability, economy and place making.

The trust and accountability group has proposed recommendations to support a more functional, livable and inclusive municipality that enhances well-being and opportunity so that all Athenians have the chance to thrive. This group proposes a municipal initiative to change the culture of how government serves citizens, be more transparent and accountable and galvanize residents to work toward making Athens a more functional, livable, inclusive and resilient city.

The economy group has developed its recommendations to boost resilience through initiatives to support trust,

education, health and employment. At the city level, the lab recommends enhancing economic opportunity by supporting individual access to legitimate periodical opportunities and leveraging Athens' comparative advantage in the medical tourism sector. At the neighborhood level, the lab recommends strategies to engage youth and develop anchor institution-community relations.

The place making group focused on developing context-specific place making tactics to enhance social equity in Athens. Public space can play a crucial role in this process, serving as a crossroads for people, place and policies. Public space is where citizens exchange their views and the municipality's collective culture, politics, economy and ecology come together. The City of Athens should undertake a sustained effort to activate participation, citizens' views, knowledge and practices through public space. The recommendations put forth by the place making group are divided into three tiers. These tiers align with opportunities for short-term action, long-term action and pilot projects aimed at spurring further projects and activities in both the short and long term.

The TAPL recommendations were presented to the Mayor and to the Deputy Mayors as well the Athens Resilience Steering Committee and a series of other stakeholders. Several of them are integrated into the Athens Resilient Strategy and they have influenced the strategy and the overall resilience process in a profound and holistic way.



Athens Network Exchange: Global Migration Resilient Cities at the Forefront

This Opportunity Report offers relevant approaches and examples of how to use data for better decision-making, as well as to better inform and engage residents.

Mass migration has grown into one of the major urban challenges of the 21st Century. As cities contend with the effects of climate change and aging infrastructure, they must also learn to adapt to waves of newcomers. Today, more than 60 million people have had to leave their homes because of conflict, in the largest wave of human displacement since World War II. Yet even this number is dwarfed by the world's total population of international migrants, which peaked at 244 million in 2015. Regardless of their reasons for arrival, the overwhelming majority of migrants now remain in cities, and are helping shape their future. Like other urban pressures, migration also presents a powerful opportunity for building resilience. In September of 2016, eight 100RC member cities, with a broad range of experience absorbing migrants, convened in Athens to collaborate on migration as a key component of urban planning. Chief Resilience Officers (CROs) from Athens, Thessaloníki, Amman, Paris, Montreal, Los Angeles, Ramallah, and Medellín, shared what they have encountered, their successes and failures, and worked together to put forward practical solutions. The cities also had the additional expertise of partners such as the International Rescue Committee, MasterCard, Esri, the International Organization of Migration, Welcoming America, the Brookings Institution, Mercy Corps, and the United Nations High Commissioner for Refugees.

Against the backdrop of the refugee crisis, Exchange participants seized the opportunity to make migration central to the urban agenda. Athens' experience presented a poignant illustration of the need to prioritize solutions that provide multiple benefits through single interventions in both times of crisis and times of calm. *Global Migration: Resilient Cities at the Forefront* reflects the exchange's clear-eyed appraisal of the urban challenges of migration and the participants' collective work to address and find opportunity in them. Organized

into four approaches, the document highlights best practices and pressing challenges, and concludes by emphasizing the need for cities to develop better local, national, and international partnerships to successfully integrate newcomers and build resilience that makes cities better for all residents.

As mass migration challenges our cities in unprecedented ways, we must continue to build a foundation for incorporation into our visions for a resilient future. Through this hand-book, and the collaboration it reflects, we can build on the important work of moving beyond the sudden shocks of migration towards the possibilities it brings. We stand at a critical crossroads, where the actions we take now will impact the future of all our residents and generations to come. We have the responsibility to work together to recognize and adapt to an unpredictable future, and to remain committed to the equitable adaptation and transformation of our cities.

"The numbers and statistics found in the *Global Migration: Resilient Cities at the Forefront* handbook attest for the crucial role that migration and refugee flows are and will probably be one of the main challenges that our city is and will face. As a result of the Athens Network Exchange and the discussion between the participating cities and experts what became evident was the need to move away from the perspective that sees this challenge as a humanitarian crisis that different countries and international organizations have to deal with.

A resilient approach sees the influx of populations as an opportunity for urban center development. For those who will choose to stay in our country, it becomes a challenge for us to integrate them into our society in the best possible manner, helping the revival of our economy in the city's neighborhoods. The newcomers can become a source of enrichment in the modern multi-ethnic and multicultural urban environment of our city."
Eleni Myrivili, Athens CRO.

Waste Management and Cleaning Services

A) Municipal waste collection and public realm cleansing strategy

The objective of the strategy is to perform a gap analysis between the existing municipal waste collection and public realm cleansing arrangements and the objectives that Athens Municipality aims to achieve in order to improve the resilience and the overall standards of their waste management system. 100 Resilient Cities, ARUP and the City of Athens collaborated for this strategy.

The strategy concluded in a long list of recommendations categorized as:

1. Administrative Recommendations
2. Operational recommendations
3. Markets
4. The Commercial Triangle
5. Street cleansing

B) Problem Framing Workshop for "Waste Management and Cleaning Services"

Athens Resilience and Sustainability Office in collaboration with 100RC and citymart, organized the Problem Framing Workshop on Waste Management

and cleaning services. The result of this workshop is concluded in 3 reports.

Report #1: Building a culture of responsibility and awareness towards waste management

This Opportunity Report offers relevant approaches and examples of policies and methods for effective waste separation, educational programs, awareness and communication campaigns, as well as programs and incentives to increase compost and recycle levels.

Report #2: Enhancement of waste management infrastructure and equipment

This Opportunity Report offers relevant approaches and examples of new tools and equipment in the field that make it easier and more efficient for residents to sort and store their garbage/recycle and for city waste workers to pick up and transfer waste through the city as well as for the city to do something with the waste it collects. This includes recycling facilities, municipal infrastructure for proper waste management, smart waste solutions and modern waste treatment infrastructures.

Report #3: Using data for better decision-making in waste management and better engagement with residents

Stakeholder roles and implementation

Stakeholder roles and implementation

Resilient Athens: an inclusive and participatory process

Stakeholder roles and implementation

Core value of the resilience model is participation. Athens, like the other 99 Resilient Cities, introduced the concepts and methods of the 100 Resilient Cities program by convening an Agenda Setting Workshop (with 130 Athenians). February 2016, the city started its resilience-building journey by drafting a robust Stakeholder Engagement Plan.

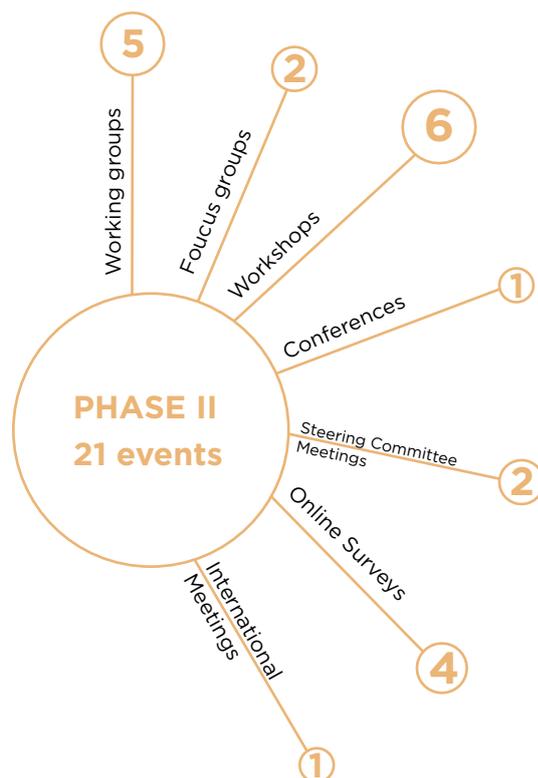
A year and a half later, Athens is bestowed with this document created in collaboration with city officers and elected officials, central government authorities, academics, nonprofits, entrepreneurs, and a large variety of citizens and community groups. More than 140 organizations and 900 citizens participated in 40 workshops, conferences or public events. Athens initiated and co-hosted international meetings with fellow cities; international and local experts worked together trying to get a better grasp of the challenges the city is facing as they searched for resilient solutions.

Beyond the main three international collaborations around the themes of Migration, Climate Change and Social Equity, we also co-organized along with other municipalities, central government representatives, NGOs and the Heinrich Bell Foundation two large multiple day conferences on Municipal Energy Savings and Energy Poverty with about 200 participants. We also co-organized with Symbiosis - Center for Political Studies of the Council of Europe, a two-day workshop on Open Data and local government with 100 participants including administrators from four other municipalities, relevant ministries and public utility companies.

We also organized four cross-sectoral and cross-jurisdictional working groups of more than 100 people and several smaller workshops aiming breaking municipal and cross level administrative silos. The topics covered heat waves and the urban heat island effects, greening the city, Athens assets and risks, women entrepreneurs, migration and integration, best practices for social cohesion and coexistence, city branding and public-private sector collaborations, urban planning and sustainable mobility. In February 2017, 30 city officers and 30 citizens participated in a Problem-Framing Workshop, organized by our platform partner citymart, aiming at identifying the challenges and providing realistic solutions to waste management and city cleaning.

Almost all of our municipal departments and agencies participated in meetings and discussions as well as workshops and conferences and provided key input regarding the everyday management of the city and the current legislative and regulatory framework of Greek local authorities.

The Resilience Steering Committee (RSC) played a crucial role as the overseeing body of the Athens Resilient Team. The RSC is an interdisciplinary cohort of high-level stakeholders from different governmental, academic and nonprofit institutions and areas of expertise. The committee comprises of 18 members and is led by the Mayor of Athens. The key objective is to provide interdisciplinary input and guidance on the content of the Athens resilience strategy on its development and integration into municipal operations, funding and implementation. The RSC met four times during the first year of the Athens Resilient Team' operation and provided valuable input and inspiration in the formation of the Athens Resilient Strategy.



What comes next?

The Athens Resilience Strategy is the result of the invaluable investment of many busy people's time, insight and inspiration generously provided in the context of many discussions, brainstorming sessions, structured workshops and research. From university students to deputy mayors, from migrant women to the members of the seven city district councils and from international experts to Athens-based architects and planners, the resilience dialogue reach out to many relevant stakeholders, aiming at investigating as many as possible opportunities for a holistic, long-term and realistic resilience building plan for the city made out of robust, concrete and implementable actions.

The shared and collaborative process will continue during the next phase of the strategy. Following the release of the strategy, we will start developing an implementation plan with the different municipal departments and city partners, to identify the priority actions for implementation in the short term. By championing the strategy, city stakeholders, will forge the links between the Strategy and the city. By continuing full-heatedly

the engagement with different stakeholders, with new working groups and the Resilience Steering Committee, we will proliferate and enhance the relations created during the first year of Resilient Athens.

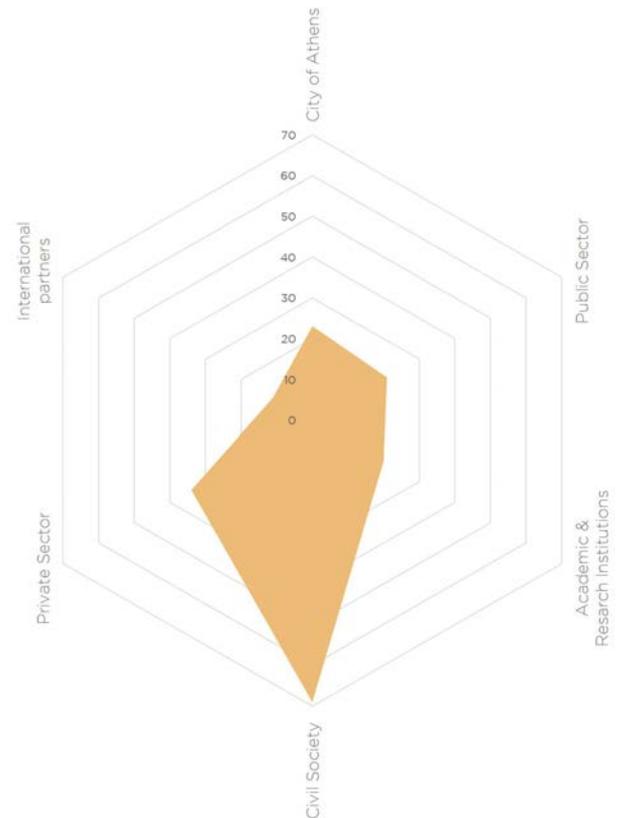
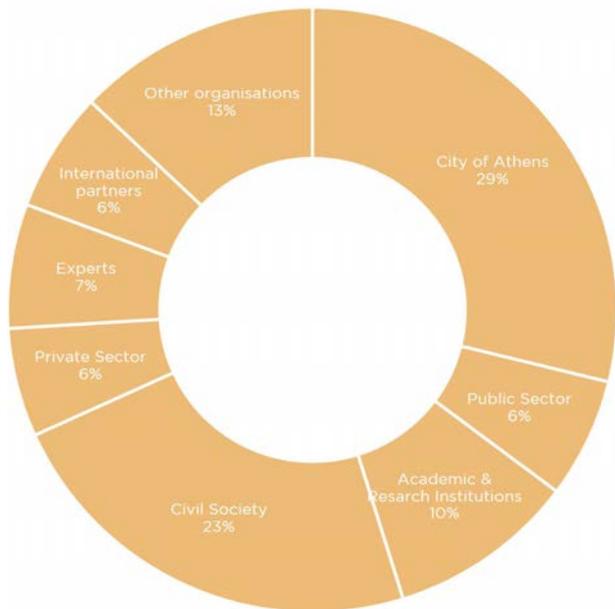
We invite you to be part of the effort. We invite you to identify actions you would like to be involved in let us know of practices that you think are already contributing to our resilience goals. We are constantly looking for new partners, new ways of working and new ways to finance and find new resources for our city's resilience building actions.

Visit: resilientathens.wordpress.com

Email: resilient.athens@gmail.com

Follow: Resilient Athens

#ResilientAthens



Monitoring and evaluation plan

Office of Resilience and Sustainability

Since December 2016, the new organizational chart and management structure of the City of Athens is in effect according to the governmental official gazette No 3812/B'/28-11-2016. This management structure establishes, for the first time in the city, the Resilience and Sustainability Office (ORS) under the Mayor's office.

During the drafting of this document, ORS is funded by 100RC while there are great efforts to participate in EU funded projects through collaboration with organization across Europe in the framework of large consortium.

Implementation

ORS team is currently working for over 1 year in the development of the Resilience Strategy. Through this exciting and resourceful work, the ORS has established its role in the city and the top management is in close collaboration with the Resilient Athens team. In this framework, the ORS has already undertaken the implementation of specific actions that are of high importance for the Mayor. In this context, the Resilient Athens team will undertake the implementation of specific action that will be appointed during phase III and in collaboration with the city stakeholders such as deputy mayors, municipal development companies, etc, will co-implement other actions or provide assistance of any kind to the project management teams of these actions.

More specifically, the ORS will:

- establish an Internal Monitoring Team to oversee the implementation of the Resilience Strategy
- prepare Phase III: Implementation with 100RC. Available tools and services for implementation of Strategic Actions
- organize meetings with the relevant Deputy Mayors in order to select and prioritize implementable actions for the upcoming 2 years
- launch a workshop with relevant municipal administrators to present the Resilience Strategy and set up specific targets and budgets

Monitoring

The main objective of the office is to ensure that the approved Resilience Strategy and its actions will be properly developed, implemented, monitored and reported. Additionally, ORS will closely collaborate with the vice mayors, municipal districts councils and other stakeholders inside and outside the municipal authority, in order to, promote and mature the resilience actions. The biggest challenge for the ORS, following its establishment, is to ensure its continuity throughout the different political leaderships and establish an office with high level experts and knowledge that will ensure the high level implementation of the Resilience Strategy.

ORS will monitor the implementation and the impact of the actions using the monitor indicators for each action (see Appendix) specifically developed for this reason, while monitor the impact on the SDG goals as they have been allocated in each action. The monitoring indicators that will monitor the SDGs are being drafted by the General Secretariat of the Hellenic Republic. Moreover, monitoring indicators and KPIs from the Sustainable Urban Development Plan, Integrated Territorial Investments Actions the Integrated Urban Development Plan will be assigned to each action as per the indicators specifically developed in the framework of these Plans.

Evaluation

Each action of the Resilience Strategy will be monitored through the establishment of performance indicators. The evaluation of the actions will be the result of the measurement and assessment of the monitoring indicators. Evaluating actions, changing them if necessary, and being open about what has and has not worked, will be a significant benefit of Resilient Athens, both locally and across the 100RC network. Each action will have each progress and evaluation report which will be updated frequently. The evaluation will contain corrective action plans and suggestions on how to overcome specific barriers.

Athens Resilience Strategy Key Performance Indicators

This tables should outline how the city plans to monitor progress against the resilience strategy and what the process will be to update the strategy. It should include key milestones and a schedule for when the city will review progress.

ACTION NAME	SUPPORTING ACTIONS	MONITORING INDICATOR
Open Data	1. Digital repository	Number of Data categories digitalized Number of agencies digitizing services, number of online services, number of citizens served
	2. Action Plan for Transparency and Accountability	Number of self-assessment ratings annually Number of citizens participating in the digital “polling” Number of new data demonstrated to the general public Number of projects prioritized or Euros spent
	3. Public Works Calendar	Number of organizations and utilities registered to the calendar Number of projects listed
	4. Fuel Management Platform and Smart Waste Management Monitoring System	Number of Fuel Tanks, Waste Collection Trucks and Bins of sensors installed Total number of trips, total amount of fuel consumed and saved
	5. Tree identity	Surface area to be covered annually in square meters Number of trees planted Increase in Urban tree canopy
	6. Urban Resilience Indicators	Number of new Resilience Indicators established Percentage of Indicators updated and revised
Communication Campaigns		Number of communication campaigns to be implemented annually Number of people reached, number of “impressions”
Major Public Events Impact Assessment		Number of major public events to be assessed Economic impact of major public events
Digital Agenda		Number of Municipal Organizations participating in the Digital Agenda Number of new applications / web portals launched, Percentage wifi coverage across the city
Smart Operational Center		No of public activities monitored, urban area covered, municipal services monitored Timeliness of responses to citizens
Health & Social Service Centers		Number of citizens served, Average wait time
Map of the Public Realm		Number of public area covered in Square meters Percentage of city public spaces mapped
Thematic Stakeholder Platforms		Number of Stakeholders platforms developed

synAthina Platform	Number of workshops conducted, Number of programs launched, private Euros committed to synAthina programs, Number of people participating, Number of organizations participating Number of workshops conducted, number of programs launched, private Euros committed to synAthina programs, number of people participating, number of organizations participating
University and city Synergies	No of synergies with universities implemented Euros committed from universities
Athens Partnership Fund	Euros raised through Athens Partnership, Number of programs launched
Athens Culture Net	Visitors to ACN website

Climate Change Adaptation Action Plan	1. Enhance green infrastructure in city	Number of Plan designed, developed, revised and implemented Number of citizens informed through awareness campaigns Surface area of new green areas in Square Meters Percentage of local Temperature reduction Number of new Pocket Parks (More Indicators will be appointed per action/activity)
	2. Built environment	Number of new pedestrian areas, Citizens benefited by the new pedestrian areas Surface area of new “cold” material used Percentage of local Temperature reduction Number of bioclimatic interventions Recommend splitting out by action, use metrics on adaptation plan
	3. Public Health Protection	Number of total “cool” places (natural and air-conditioned) Number of citizens benefited Number of places that provide drinking water Number of cars reduced in the city center Percentage of the increasing number of passengers using public transportation (More Indicators will be appointed per action/activity)
	4. Public information and awareness - Campaign #coolathens	Number of informational leaflets distributed to the citizens Number of users of the TREASURE app Number of citizens using “cool” spots (More Indicators will be appointed per action/activity)
Major Green Areas Managing Authority		Number of Major Green Areas that a Managing Authority will be established Percentage of green areas managed
Triple Green Development Project (Mega Resilient Project)		To be defined according to the specific actions allocates

Elaionas: a Resilient District (Mega Resilient Project)		To be defined according to the specific actions allocates
Waste Management Action Plan	1. Efficient waste management logistics	Number of efficient waste and cleaning programs implemented in the city daily (or %) Reduction in number of collection trips, tonnes processed by new waste transfer station
	2. Design a forward-looking and innovative Recycling/Reuse Program for Athens.	Development of new waste streams programs (food waste, separation at source) Athens recycling / waste diversion rate (by type and total), tonnes of food waste collected
	3. Design and enhance stakeholder engagement in waste management	Number of citizens engaged in the waste management Athens recycling / waste diversion rate
	4. Incorporate data provided by the city on a daily basis	Number of waste and cleaning programs monitored Number of datasets collected on a daily basis Number of data publicly demonstrated No of data driven policies
	B.1.5 Value and job creation through circular economy	No of new job positions created No of waste streams incorporated in the circular economy scheme
Sustainable Mobility Roadmap	1. Holistic action plan for sustainable urban mobility	Reduction of fuel used for the transportation of the citizens Reduction of the total transportation Km Increase passengers using public transportation Metrics to be identified in urban mobility plan. Mode share for sustainable modes of transport
	2. Urban Cycling plan	Km of new cycling areas Number of citizens using bicycles Mode share for bicycling, % of citizens using bicycles
	3. Extend the pedestrian zones in the city	Surface area of new pedestrian zones in square meters
	4. Introduce Electric Buses in the city	No of electric buses used on new routes GHG reduction from electric busses Percentage of bus fleet that is electric, % of bus routes that are electric
Public Space Rejuvenation Initiative		Surface area rejuvenated in Square meters
Public Space Co- Development Framework		Number of performances, cultural events, and small-scale cultural interventions per district annually
Sustainable Food Policy Plan	1. Implement Local Action Plan	Number of Stakeholders that will be involved with the Food Policy Lab Can you use the existing metrics in the Food Policy Action Plan?
	2. Develop Varvakeios Down-town Food Market- Flagship Project	Number of additional vendors at market Number of additional visitors Annual sales at market Number of people employed at market
	3. Towards Zero Food Waste	Percentage of Food Waste diverted for treatment Total tonnage of food waste
	4. School Street Market Pilot Project	Number of citizens that will participate in the School Street Market Pilot Project Number of students engaged

Climate Change Mitigation Action Plan	1. Municipal Buildings and Public Lighting	KWh of electric energy consumption kWh of thermal energy consumption Number of buildings renovated Annual municipal energy bill, GHG reduction in municipal operations
	2. Commercial and Residential sector	kWh of electric energy consumption Number of households using natural gas Number of buildings renovated GHG emissions from residential and commercial properties. Number of buildings renovated. Total kWh used by sector. Percentage of households using natural gas (rather than number)
	3. Transportation	Total lt of fuel consumption Drivers participating in education and awareness campaigns Percentage of municipal fleet that is alternative fuel, reduction in miles traveled
	4. Waste Management	Number of tones of organic waste diverted for treatment (These Indicators will be merged with the Waste Management Plan one)
Energy Poverty Mitigation Roadmap	1. Energy Poverty Observatory	Percentage of households suffering from energy poverty
	2. Energy savings Awareness Raising Campaigns	Number of informational, communication and awareness campaigns on Energy saving annually Number of "impressions"
	3. Building Renovation Passport	Number of buildings that receive the Renovation Passport annually Number of buildings receiving passport, number or percent of buildings w/passport that execute renovations, savings from renovations (GHG, kWh, \$\$)
Renewable Energy Cooperatives		Number of new establishing Renewable Energy Cooperatives kWh under management by RECs, number of REC projects

Crisis Preparedness and Management Plans	1. Regulatory framework for civil protection	Number of external organization that participate in the civil protection framework of the City of Athens Number of stakeholders engaged in the civil protection of Athens Number of playbooks produced Number of collaborative projects, resources (people or money) devoted to collaborative projects Number of active users of app, number of people signed up for alerts, etc.
	2. Partnership with the Center of Security Studies	
	3. Synergies between City of Athens and Region of Attica	
	4. Earthquake Preparedness action Plan	
	5. Collaboration with National Observatory of Athens	
Scenario-based Issues and Methods		Number of scenarios developed per policymaking protocol Number of different collaborations
Metropolitan Authority and other Legislative and Policy Making Reforms		Number of Key focus areas that will be assessed, evaluated and forwarded for policy reforms
Detailed Resilience Studies		Number of Resilience studies implemented Recommend using specific metrics that come out of each study

Old Building Retirement (Mega Resilience Project)		Number of buildings “retired”, acres of green space created
Municipal Neighborhood Network		Number of Seminars and Workshops implemented
Municipal Capacity Building		Number of employees and other municipal stakeholders trained Number of capacity building events Number of citizens participating in Awareness Events Agree with metrics here
Schools Open to the Neighborhood		Number of schools that are open to the neighborhood Number of residents participating in programming, number of programs offered
Migration Integration Action Plan	1. Continuation of Relocation Housing Scheme	Number of new apartments allocated to refugees Number of beneficiaries served, number of full time positions created
	2. Migration and Refugee Coordination Center and Observatory	Frequency of data collected on refugees, Collaboration meetings with the central governmental bodies Number of refugees served
	3. Community Centers	Number of community centers developed Number of citizens of the target group Number of people served
	4. Activities aiming at immigrant population integration	Number of immigrant population benefited
Athens ID		Number of beneficiaries Number of services provided through the ID card Budget of services being delivered, number of partners (not just services)

Creative Economy Strategic Plan	1. Creative Economy Advisory Board	Number of KPIs established on creative economy Exploitation of available funding mechanisms Number of residency programs for artists and researchers Number of artists engaged in residency programs. Economic growth of creative economy.
	2. Data Collection and Impact Analysis	
	3. Artists and Residencies Network	
Holistic city Brand	1. This is Athens Umbrella Brand Identity	
	2. Economic and Fiscal impact analysis of Municipal investment projects	Percentage of city projects with impact analysis completed, net economic impact of city projects
	3. Athens Development and Tourism Capital Partnerships	Number of actions implemented annually Number of targeted audience Number of visitors to Athens, economic activity generated
	4. Link the This Is Athens and Athens ID Synergies	Number of common synergies
	5. Municipal Employment Agency and Job Quotas	Number of new Job positions created based on visitors
Green and Cultural Urban Corridors (Mega Resilient Project)		Length of Urban Corridors (Km) % of city within a 10 minute walk of a green space Number of Athenians hired for new jobs

Sustainable Municipal Real-estate Management		<p>Number of repopulated buildings</p> <p>Sustainable Management of Serafeio</p> <p>Number of people living or working in repopulated buildings, economic activity generated</p>
City Center Development Project (Mega Resilient Project)		<p>Surface area (m2) of redeveloped</p> <p>Number of Infrastructures renovated</p> <p>Pavement areas reconstructed</p> <p>Number of beneficiaries</p> <p>Use same metrics as earlier action around pedestrianization. Connect to overall commercial triangle metrics. M2 is good. Also building vacancy rates.</p>
Abandoned Buildings: Crucial Urban Resource (Mega Resilient Project)	Creative uses of unused spaces	<p>Surface area of unused spaces utilized (square meters)</p> <p>Number of unused spaces utilized, other metrics from URBACT action plan</p>
Employment Action Framework	1. Platform for Extra Work	<p>Number of registered users / beneficiaries on the platform</p> <p>Daily successful matchmaking percentage</p> <p>Number of jobs created, economic value of those jobs</p>
	2. Work Integration Social Enterprises	<p>Number of trainees on Social Services</p> <p>Number of vulnerable population linked to Social entrepreneurs</p> <p>Number of people trained, number of social enterprises created, number of social enterprises still in existence after 1 year, dollars loaned through micro-loan scheme</p>
	3. Refugee and Immigrant Business Permits	<p>Number of migrants and refugees receiving business permits</p> <p>Number of municipal employees trained, number of applicants, % of applicants receiving permits</p>
	4. Young Women's Capacity Building and Re-entering the Labor Market	<p>Number of long-term capacity building programs developed</p> <p>Number of women beneficiaries</p> <p>Number of women engaged, number of women getting jobs after completing program</p>
	5. MyAthens Project: Enhance Education, Careers and Citizenship	<p>Number of school children (aged 11-13) that will be benefited from this action</p> <p>Agree with metrics here</p>
Social Housing Program	1. Relocation Program Expansion for Vulnerable Populations	<p>Number of benefited vulnerable citizens</p> <p>Number of people relocated, number of buildings turned into social housing</p>
	2. Explore Elderly house potential uses	<p>Number of Beneficiaries (students, elderly, vulnerable population)</p> <p>Number of homes created in addition to beneficiaries</p>
Old Train Stations Refurbishment (Mega Resilient Project)		<p>Number of old train station that will be refurbished</p>
Expropriation and greening of abandoned lots in Athens		<p>Number of surface areas (acres or square meters) that will be expropriated</p> <p>Connect to other public space / green space metrics</p> <p>Surface area and number of lots expropriated</p> <p>Surface area and number of lots greened</p>

Glossary and Acknowledgements

Glossary

Actions: Actions can be policies, projects, and initiatives. They can be very simple or complex tasks, at the local or metropolitan scale. Actions require collaboration between different stakeholders and level of governance in their implementation, ownership, data monitoring and impact evaluation. Actions can be:

- Short-term: 1-2 years
- Medium term: 3-5 years
- Long term: 5-10 years

Aspirational: It requires additional scoping before it can be implemented

Resilient Athens team: a group of staff from City of Athens and external agencies, who provide expert advice on particular subject matter, to help develop and implement Resilient Athens.

Chief Resilience Officer: a position funded by 100RC to lead a city's resilience-building efforts; the author of a city's resilience strategy and the guiding hand for ongoing implementation of the strategy in the city.

Discovery Areas: The key areas to investigate during Phase II of the resilience strategy.

Goals: specific mid-term and long-term objectives that the city agrees are the most important to fulfilling the vision and the pillars.

Pillars: long- term statements which address the vision statement and illustrate overall impact

Preliminary Resilience Assessment: a document that establishes an initial, qualitative understanding of the city's strengths and weaknesses against the City Resilience Framework of drivers and sub-drivers.

Resilience Steering Committee: a group of relevant decision-makers responsible for guiding and overseeing the delivery of Resilient Athens.

Resilience Strategy: a plan for building resilience in a city. The strategy articulates the city's resilience priorities and specific initiatives for immediate implementation, as well as its longer-term plans.

Shock (or acute shock): a sudden event that threatens a city, such as an earthquake, flood, disease outbreak or terrorist attack.

Stakeholder: an individual, group of people, or organization, either within or outside city government, with the capacity or influence to help build resilience.

Stress (or chronic stress): a longer-term problem that weakens the fabric of a city on a day-to-day or cyclical basis. Examples include high unemployment, an overtaxed or inefficient public transport system, endemic violence, and chronic food and water shortages.

10%Resilience Pledge: The 10% Resilience Pledge urges mayors of 100RC cities to make the most ambitious commitment to city resilience in history, promising 10% of their cities' annual budgets toward resilience-building goals and projects, without raising additional funds or taxes.

Abbreviations

100RC	100 Resilient Cities – Pioneered by the Rockefeller Foundation
ACVB	Athens Convention and Visitors Bureau
ADDMA	Athens Development and Destination Management Agency
AMEN	Athens Migration Exchange Network
ATP	Athens Tourism Partnership
AP	Athens Partnership
ART	Athens Resilient Team
CAAP	Climate Action Adaptation Plan
CAMP	Climate Action Mitigation Plan
CPSC	Civil Protection Steering Committee
CRO	Chief Resilience Officer
C40	C40 Cities Climate Leadership Group
GDP	gross domestic product
EIB	European Investment Bank
ESIF	European Structural and Investment Funds
ICLEI	local governments for Sustainability
ICT	information and communications technologies
IRC	International Rescue Committee
MRCC	Migration and Refugee Coordination Center
MoU	Memorandum of Understanding
NOA	National Observatory of Athens
NTUA	National Technical University of Athens
NSRF	National Strategic Reference Framework
OASP	Planning and Protection Organization
OECD	Organization for Economic Co-operation and Development
ORS	Office for Resilience and Sustainability
PRA	Preliminary Resilience Assessment
SC	Steering Committee
SME	small to medium enterprises
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees

Acknowledgements

Acknowledgments - it takes (more than) a city!

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Resilient Athens is the result of the effort and collaboration of numerous city officers, representatives from organizations and institutions inside and outside the Municipality as well as members of informal and grassroots groups. Many busy people have given their time to take part in workshops, meetings, conferences and day-to-day discussions. We hope they will continue to be involved as we implement, evaluate and expand the actions that will build the resilience of our city over the decades to come.

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Appendix

Summary of our pillars, goals and actions mapped against other plans in Athens

Open city

Goal	Nº	Action	Sustainable Urban Development Plan	Integrated Urban Development Plan (SOAP)	NSRF funding Axis	Owner	Total Budget
A. Become more Transparent and Accountable	1	Open Data	3	13	2C	ΔΑΕΜ	15,666,000 €
	2	Communications Campaign	1	11 13	2C	ADDMA	
	3	Major Public Events Impact Assessment	-	-	8C	ADDMA	
B. Enhance and streamline the city's processes	1	Digital Agenda	2	13	2C	OPANDA	
	2	Smart Operational Center	-	-		General Secretary's Office	
	3	Health & Social Service Centers	4	-	9A	Directorate of Building Works	
			9	-	9D	Directorate of Social Solidarity and Health	
			4	-	9A	Directorate of Social Solidarity and Health	
4	Map of the Public Realm	-	-	-	-		
C. Foster collaborations and stakeholder engagement	1	Thematic Stakeholder Platform	-	-	-	-	
	2	SynAthina platform	-	-	-	-	
	3	University and city Synergies	-	-	-	-	
	7	Athens Partnership Fund	-	-	-	-	
	8	Athens Culture Net	-	-	-	-	

Green city

Goal	N°	Action	Sustainable Urban Development Plan	Integrated Urban Development Plan (SOAP)	NSRF funding Axis	Budget	Total Budget
A. Integrate natural systems into the urban fabric	1	Climate Change Adaptation Action Plan	3		6E	1,300,000 €	21,020,000 €
			3	38.41	4C	1,000,000 €	
			2		6E	2,900,000 €	
	2	Major Green Areas Managing Authority					
	3	Triple Green Development Project (Mega Resilient Project)					
4	Elaionas: a Resilient District (Mega Resilient Project)	2		6E	800,000 €		
B. Make our city cleaner	1	Waste Management Action Plan		20	6A	2,000,000 €	
				37	6A	1,500,000 €	
				20	6A	900,000 €	
C. Promote sustainable mobility and co-create public spaces	1	Sustainable Mobility Roadmap	3		6E	3,000,000 €	
	2	Public Space Rejuvenation Initiative					
	3	Public Space Co-Development Framework	2		6E	6,000,000 €	
			2		6E	1,200,000 €	
D. Foster sustainable food systems	1	Sustainable Food Policy Plan	3		6E	420,000 €	
E. Establish sustainable and equitable energy system	1	Climate Change Mitigation Action Plan	3	25, 36	4C	850,000 €	
			3		4C	2,000,000 €	
			3	25, 27, 36	4C	6,000,000 €	
			3	36	4C	1,500,000 €	
	2	Energy Poverty Mitigation Roadmap	-	-	-	-	
	3	Renewable Energy Cooperatives	-	-	-	-	

Proactive city

Goal	Nº	Action	Sustainable Urban Development Plan	Integrated Urban Development Plan (SOAP)	NSRF funding Axis	Owner	Total Budget
A. Enhance planning in the face of serious challenges	1	Crisis Preparedness and Management Plans	-	-	-	-	6,250,000 €
	2	Scenario-based Issues and Methods	-	-	-	-	
	3	Metropolitan Authority and other Legislative and Policy Making Reforms	-	-	-	-	
	4	Detailed Resilience Studies	-	-	-	-	
	5	Old Building Retirement (Mega Resilience Project)	-	-	-	-	
B. Empower the municipal representatives as well as the voice of the local community	1	Municipal Neighborhood Network	-	-	-	-	
	2	Municipal Capacity Building	-	-	-	-	
C. Engage with our neighborhoods	1	Schools Open to the Neighborhood	4	-	9B	Directorate of Education and Long Life Learning	
			4	-	9B	Directorate of Education and Long Life Learning	
	2	Migrant Integration Action Plan	4	-	9B	Directorate of Social Solidarity and Health	
			4	-	9B	Directorate of Social Solidarity and Health	

Vibrant city

Goal	N ^o	Action	Sustainable Urban Development Plan	Integrated Urban Development Plan (SOAP)	NSRF funding Axis	Owner	Total Budget
A.Enhance the city's identity and promote new types of belonging	1	Athens ID	-	-	-	-	35,440,000 €
	2	Creative Economy Strategic Plan	1		9E	ADDMA	
	3	Holistic city Brand	1	11, 12, 61, 62	3D	ADDMA	
	4	Green and Cultural Urban Corridors (Mega Resilient Project)	-	-	-	-	
	5	Sustainable Municipal Real-estate Management	-	-	-	-	
	6	city Center Development Project (Mega Resilient Project)	-	-	-	-	
B. Maximise existing city assets and support employment	1	Abandoned Buildings: Crucial Urban Resource (Mega Resilient Project)	-	-	-	-	
	2	Employment Action Framework	1	7, 8, 9	1B	ADDMA	
			1	7, 8, 9, 14, 15, 16	3A	ADDMA	
			4	-	9A	Athens 9.84	
			4	-	9B	Directorate of Education and Long Life Learning	
	3	Social Housing Program	4	-	9B	Directorate of Social Solidarity and Health	
	4	Old Train Stations Refurbishment (Mega Resilient Project)	2	-	8C	GAILOSE	
	5	Expropriation and greening of abandoned lots in Athens	-	-	-	-	

Summary of our pillars, goals and actions

Pillar	Goal (We will...)	Action	Supporting Actions	Owner	Partners	Timeframe	Status
1 An Open City	A Become more transparent and accountable	A.1 Open data	A.1.1. Digital repository	City of Athens (Administration in collaboration with CDO)	Municipal departments, private and public organizations that have already implemented studies for the city, ministries and the Region of Attica	Short-term	New Action
			A.1.2. Action plan for transparency and accountability	City of Athens (ORS and CDO)	TransAtlantic Policy Lab (TAPL), external stakeholders	Short-term	New Action
			A.1.3. Public works calendar	City of Athens (Deputy Mayor for Public Works and ORS)	Utility companies, transport organizations, public works companies (private or public) and municipal department	Short-term	New Action
			A.1.4. Fuel management platform and smart waste management monitoring system	City of Athens	Private sector, relevant municipal departments	Short-term	New Action
			A.1.5. Tree identity	City of Athens (Department of Green and Parks)	Platform partner, Agricultural University, Municipal Department of Green and Parks	Short-term	Ongoing
			A.1.6. Urban resilience indicators	City of Athens (ORS)	UrbanDig Project, National Center of Social Research, Municipal Departments	Short-term	New Action
	A.2 Communication campaigns		City of Athens (OPANDA, Technopolis, ADDMA, ORS)	Bloomberg Associates, marketing and communication agencies	Short-term	Ongoing	
	A.3 Major public events impact assessment		City of Athens	Universities, research centers, international organizations, Technopolis, City of Athens, Bloomberg Associates	Medium-term	New Action	
	B Enhance and streamline the city's processes	B.1 Digital agenda		City of Athens (CDO)	Platform partners, municipal companies (ADDMA, DAEM, OPANDA), universities, research centers, CSOs, private IT companies	Medium-term	New Action
		B.2 Smart operational center		City of Athens (General Secretary's Office and 1595 department)	Relevant municipal departments	Medium-term	New Action
		B.3 Health & social service centers		City of Athens (Deputy Mayor for Social Solidarity Welfare and Equality)	Athens Partnership, Bloomberg Associates	Short-term	New Action
		B.4 Map of the public realm		Deputy Mayor for Commerce, Development and Public Space Management	Universities, Research Centers, ADDMA, Private sector	Short-term	New Action

1	An Open City	C	Foster collaboration and engagement	C.1	Thematic stakeholder platforms		City of Athens (Deputy Mayor for Social Solidarity Welfare and Equality, ORS)	Bloomberg Associates, CSOs, NGOs, other deputy mayors, relevant municipal departments, private sector	Medium-term	Ongoing
				C.2	synAthina platform		City of Athens (Deputy Mayor for Civil Society and Social Innovation, Office for Innovation)	Bloomberg Philanthropies, CSOs, NGOs	Long-term	Ongoing
				C.3	University and City Synergies		City of Athens (ORS)	Universities, academic research institutes, ADDMA, DAEM, Innovathens, OPANDA, Technopolis City of Athens, relevant municipal departments	Medium-term	New Action
				C.4	Athens Partnership Fund		City of Athens (Deputy Mayor for Social Solidarity, Welfare and Equality)	Private donors, Bloomberg Associates, new venture funds, other foundations	Medium-term	Ongoing
				C.5	Athens Culture Net		City of Athens (Mayor's Office)	Athens Partnership, major cultural institutions, other artistic and cultural networks	Medium-term	Ongoing
Pillar	Goal (We will..)	Action	Supporting Actions	Owner	Partners	Timeframe	Status			
II	A Green City	A	Integrate natural systems into the urban fabric	A.1	Climate Change adaptation action plan	A.1.1. Enhance Green infrastructure in city	City of Athens (Department of Green and Parks with ORS)	C40, platform partners, synAthina, City of Vienna (MoU), universities, NGOs, CSOs, private sector	Short-term	Ongoing
						A.1.2. Built environment	City of Athens (relevant departments and ORS)	C40, platform partners, universities, private sector	Short-term to Medium-term	New action
						A.1.3. Public Health Protection	City of Athens (relevant departments and ORS)	Universities, NOA, General Secretariat of Civil Protection	Short-term to Medium-term	New action
						A.1.4. Public information and awareness - Campaign #coolathens	City of Athens, (Mayor's Office, relevant departments and ORS)	Universities, research centers, Central Government, private sector, NGOs and CSOs	Short-term	New action
				A.2	Major green areas managing authority		City of Athens (Department of Green and Parks, ORS)	All relevant authorities, Urban Lab, CSOs, NGOs, private sector	Long-term	New action
				A.3	Triple green development project (Mega Resilience Project)		Cross jurisdictional authority	City of Athens, Region of Attica, Central Government, platform partners, ADDMA, private sector, adjacent municipalities, Panathinaikos FC, universities and research centers, NGOs and CSOs	Long-term / aspirational	New action

II	A Green City		A.4	Elaionas: a resilient district (Mega Resilience Project)		City of Athens (relevant departments and ORS)	Region of Attica, platform partners, ADDMA, universities, Athens Development and Destination Management Agency, Ministry of Economy and Development, creative industries	Long-term	New action	
		B	Make our city cleaner	B.1	Waste management action plan	B.1.1. Efficient waste management logistics	City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)	Citymart, Findyr, ATHENA Research Center	Short-term	Ongoing
						B.1.2. Design a forward-looking and innovative recycling/reuse program for Athens	City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)	Citymart, Findyr, ATHENA Research Center	Short-term	Ongoing
						B.1.3. Design and enhance stakeholder engagement in waste management	City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)	Citymart, Findyr, ATHENA Research Center, CSOs and NGOs, synAthina	Short-term	Ongoing
						B.1.4. Incorporate data provided by the city on a daily basis	City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services)	Citymart, Findyr, ATHENA Research Center	Short-term	Ongoing
						B.1.5. Value and Job Creation through Circular Economy	City of Athens (Mayor, General Secretary, Deputy Mayor for Waste Management and Cleaning Services, ORS)	Citymart, Rebuild by design, Veolia	Medium-term to Long-term	Ongoing
		C	Promote sustainable mobility and co-create public spaces	C.1	Sustainable mobility roadmap	C.1.1. Holistic action plan for sustainable urban mobility	City of Athens (General Secretary)	Green fund, Technical University of Athens, platform partners	Short-term	New action
						C.1.2. Urban cycling plan	City of Athens, Resilience and Sustainability office	Private donors, Athens Partnership, Technical University of Athens, platform partners	Medium-term	Ongoing
						C.1.3. Extend the pedestrian zones in the city	City of Athens (ORS)	Green Fund, Universities, platform partners	Medium-term	New action
						C.1.4. Establish electric bus lines	City of Athens (General Secretary, ORS)	Athens Transportation Company, METRO, Private sector	Medium-term	New action
				C.2	Public space rejuvenation initiative		City of Athens (ORS)	Universities, synAthina platform, Deputy Mayor for Social Innovation and Civil Society, Civil Society, City districts, OPANDA, Athens Culture Net, major cultural organizations	Medium-term	New action
		C.3	Public space co-development framework		City of Athens (Deputy Mayor for Commerce, Development and Public Space Management, and ORS)	TAPL, Universities, NGOs and CSOs, Research Centers, Urban Lab, Deputy Mayor for Social Innovation and Civil Society, City Districts, OPANDA	Medium-term	New action		

II	A Green City	D	Foster sustainable food systems	D.1	Sustainable food policy plan	D.1.1. Implement local action plan	Sustainable Food Policy Lab, City of Athens, ORS, innovation office	Bloomberg Associates, academic community, major food production – consumption – distribution organizations, NGOs and CSOs, Ministry of Culture, Ministry of Development	Medium-term	New action
						D.1.2. Develop Varvakeios downtown food market	City of Athens (General Secretary, and ORS)	OKAA (Central Markets and Fishery Organizations), Panteion University, Athens Development and Destination Management Agency (ADDMA), Bloomberg Associates	Short-term to Medium-term	New action
						D.1.3. Towards Zero Food Waste	City of Athens (ORS)	Bloomberg Associates, Boroume, WWF, SynAthina, Feeding5000	Medium-term to Long-term	New action
						D.1.4. School street market pilot project	City of Athens (ORS)	TAPL, Deputy Mayor for Children, Schools Open to the Neighborhood	Medium-term to Long-term	New action
		E	Establish sustainable and equitable energy system	E.1	Climate Change mitigation action plan	E.1.1. Municipal buildings and public lighting	City of Athens (Relevant departments, and ORS)	C40 Network, platform partners, universities and research centers, private sector,	Short-term (ongoing)	New action
						E.1.2. Commercial and residential sector	City of Athens (Mayor's Office, relevant Depts., Deputy Mayor for Children, and ORS)	C40 Network, Open schools to the Neighborhood	Short-term to Medium-term	New action
						E.1.3. Transportation	City of Athens (Relevant departments and ORS)	Platform Partners, Universities and Research Centers, Private sector,	Short-term to Medium-term	New action
						E.1.4. Waste management	City of Athens (relevant departments and ORS)	Platform partners, private sector	Medium-term to Long-term	New action
				E.2	Energy poverty mitigation roadmap	E.2.1. Energy poverty observatory	City of Athens (ORS) and CRES	Athenian Gas: Metropolitan Agency for Natural Gas, CRES, Heinrich Boll Foundation, Social cooperative 'Winds of Renewal', NGOs and Department of Social Services	Short-term	New action
						E.2.2. Energy savings awareness raising campaigns	City of Athens (ORS, Mayor's Office)	ADDMA, Athenian Gas: Metropolitan Agency for Natural Gas, CRES, Heinrich Boll Foundation, Social cooperative 'Winds of Renewal', NGOs and private sector	Medium-term	New action
						E.2.3. Building renovation passport	City of Athens (ORS) and CRES	CRES, Athenian Gas: Metropolitan Agency for Natural Gas Heinrich Boll Foundation, Social cooperative 'Winds of Renewal', and Department of Public Works	Medium-term	New action
				E.3	Renewable energy cooperatives		City of Athens (Athenian Gas: Metropolitan Agency for Natural Gas and ORS)	Social Cooperative "Wind of Renewal," Ministry of Energy and the Environment,	Medium-term	New action

Pillar		Goal (We will..)	Action	Supporting Actions	Owner	Partners	Timeframe	Status				
III	A proactive city	A	Enhance planning in the face of serious challenges	A.1	Crisis preparedness and management plans	A.1.1. Regulatory framework for civil protection	City of Athens (Department for Civil Protection, ORS)	General Secretariat of Civil Protection and member of CPSC	Short-term	New Action		
						A.1.2. Partnership with the Center of Security Studies	City of Athens (Department for Civil Protection, ORS)	Center of Security Studies	Short-term	New Action		
						A.1.3. Synergies between City of Athens and Region of Attica	City of Athens (Department for Civil Protection, ORS)	Region of Attica	Short-term	New Action		
						A.1.4. Earthquake Preparedness action Plan	City of Athens	Region of Attica, Earthquake Planning and Protection Organization (OASP)	Short-term	New Action		
						A.1.5. Collaboration with National Observatory of Athens (NoA)	City of Athens (ORS)	National Observatory of Athens (NoA), World Health Organization (WHO), National and Kapodistrian University of Athens - School of Medicine, National Technical University of Athens (NTUA)	Short-term	New Action		
				A.2	Scenario-based issues and methods		City of Athens (ORS, General Secretary)	Universities and research centers	Medium-term	New Action		
				A.3	Metro-politan Authority and other legislative and policy making reforms		City of Athens (Legal department, Mayor's Office)	Athens Development and Destination Management, Legal experts, Universities	Medium-term	New Action		
				A.4	Detailed resilience studies		City of Athens	Universities, research centers, ADDMA, relevant municipal departments, public utility companies	Short-term	New Action		
				A.5	Old building retirement		City of Athens, relevant department	Ministry of Environment and Energy, Ministry of Development, private sector, platform partners	Long-term	New Action		
				B	Empower the municipal workforce and elected officials as well as the voice of the local community	B.1	Municipal neighborhood network		City of Athens (ORS)	"Platform Partners, Deputy Mayor for Municipal Decentralization, Refugees and Migrants, City Districts, Universities, Ministry of Interior, Office for Innovation, Urban Lab, Schools Open to the Neighborhood, synAthina, CSOs, NGOs"	Medium-term / aspirational	New Action
						B.2	Municipal capacity building		City of Athens (ORS, Deputy Mayor for Municipal Decentralization, Migrants and Refugees)	"TAPL, C40 Network, platform partners, academic community, National Center for Public Administration and local government, CSOs, NGOs, Office for Innovation, research centers, private sector"	Medium-term	New Action

			C.1	Schools open to the neighborhood		City of Athens (Deputy Mayor for Children)	Athens Partnership, Niarchos Foundation, University of Crete, NGOs, CSOs, synAthina	Short-term	Ongoing	
		C	C.2	Engage with our neighborhoods	Migration integration action plan	C.2.1. Continuation of relocation housing scheme	City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)	Athens Development and Destination Management Agency, UNHCR, Ministry of Migration and Refugees	Short-term	Ongoing
						C.2.2. Migration and refugee coordination centre and observatory	City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)	International Rescue Committee, Mercy Corps, local and international NGOs, Universities	Short-term	Ongoing
						C.2.3. Community Centers	City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)	Deputy Mayor for Social Solidarity Welfare and Equality	Short-term	New Action
						C.2.4. Activities aiming at immigrant population integration	City of Athens (Deputy Mayor for Decentralization, Refugees and Migrants)	Universities, AMEN, CSOs, Deputy Mayor for Child, Schools Open to the Neighborhood, Local and international NGOs	Long-term	Ongoing

Pillar	Goal (We will...)	Action	Supporting Actions	Owner	Partners	Timeframe	Status			
IV	A vibrant city	A	Enhance the City's identity and promote new types of belonging	A.1	Athens ID	City of Athens, Office for Resilience and Sustainability	Commercial business, public utility companies, universities, Bloomberg Associates, major cultural institutions	Short-term	New Action	
				A.2	Creative economy strategic plan	A.2.1. Creative economy advisory board	City of Athens (ORS, office of innovation)	Academic community, Major creative organizations, creative industry representatives, Ministry of Culture, Ministry of Development	Short-term	New Action
						A.2.2. Data collection and impact analysis	City of Athens (ORS)	Universities, Athens Development and Destination Management Agency (ADDMA)	Short-term	New Action
						A.2.3. Artists and residencies network	City of Athens	Athens School of Fine Arts, OPANDA, ADDMA, Athens Culture Net, residencies, cultural organizations	Short-term	New Action
				A.3	Holistic city brand	A.3.1. This is Athens municipal endeavors umbrella logo	City of Athens (ORS, ADDMA)	Bloomberg Associates	Medium-term to Long-term	Ongoing
						A.3.2. Economic impact analysis of municipal investment projects	City of Athens (ORS)	ADDMA, platform partner	Short-term	New Action
						A.3.3. Athens development and tourism capital partnerships	City of Athens (ADDMA)	Aegena Airlines, Athens International Airport, Major Private Companies, Investors	Short-term to Medium-term	ongoing
						A.3.4. Link the This Is Athens brands with the Athens ID initiative	City of Athens (ORS)	Athens Development and Destination Agency (ADDMA), Bloomberg Associates, TAPL	Short-term to Medium-term	New Action
						A.3.5. Municipal employment agency and job quota for Athenian residents in tourism	City of Athens (ADDMA)	City's Tourism Sector, Professional Associations, Region of Attica	Medium-term	New Action

			A.4	Green and cultural urban corridors		City of Athens	Region of Attica, Ministry of Environment and Energy, Universities, Ministry of Culture and Sports, Relevant Municipal departments, Greek Archaeological Service	Medium-term to Long-term	New Action	
			A.5	Sustainable municipal Real-estate management		City of Athens	Athens Partnership, Athens Development and Destination Management Agency	Medium-term	Ongoing	
			A.6	City center development project		City of Athens	Platform partner, Athens Partnership, commercial business, public utility company, academic community, Bloomberg Associates, CSOs, universities	Short-term	ongoing	
	B	Maximize existing City assets and support employment	B.1	Vacant buildings: crucial urban resource	B.1.1.Creative uses of unused spaces	City of Athens	City of Vienna, Athens Development and Destination Management Agency, Re-fill URBACT program	Medium-term / aspirational	New Action	
			B.2	Employment action framework		B.2.1. Platform for extra work	City of Athens (ADDMA, ORS)	N/A	Short-term to Medium-term	Ongoing
						B.2.2. Work integration social enterprises	City of Athens (Social Service Department, ADDMA)	Universities	Short-term to Medium-term	New Action
						B.2.3. Refugee and immigrant business permits	City of Athens (Department for Migration, Department for Commerce)	TAPL, Universities, ADDMA	Short-term to Medium-term	New Action
						B.2.4. Young women's capacity building and re-entering the labor market support	City of Athens (Deputy Mayor for Social Solidarity Welfare and Equality, OPANDA)	Universities, Women on top	Short-term to Medium-term	New Action
						B.2.5. MyAthens project: enhance education, careers and citizenship	City of Athens (Deputy Mayor for Children, ORS)	School Teachers/ Administrators, Students, District Council, Schools Open to the Neighborhood, business community, NGOs, Universities, Office for Innovation	Short-term to Medium-term	New Action
			B.3	Social housing program		B.3.1. Relocation program expansion for vulnerable population	City of Athens, Office for Resilience and Sustainability	Athens Development and Destination Agency (ADDMA)	Long-term	New Action
						B.3.2. Explore elderly house potential uses	City of Athens	Academic community, civil society, Ministry of Education, Ministry of Social Affairs	Long-term/ aspirational	New Action
			B.4	Old train stations refurbishment		City of Athens	Region of Attica, universities, Athens Development and Destination Management Agency (ADDMA), Ministry of Economy and Development, Ministry of Infrastructure, Transport and Networks, Athens Urban Transport Organization, TrainOSE	Long-term	New Action	
			B.5	Expropriation and greening of abandoned lots in Athens		City of Athens (relevant departments)	Private owners, Green fund	Long-term	ongoing	

