

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

This document was compiled by Padova. The information and views set out in this report are those of the City and do not necessarily reflect the official opinion of EISMEA or of the European Commission. Neither EISMEA, nor the European Commission can guarantee the accuracy of the data included in this document. Neither EISMEA, nor the European Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

Palaio Faliro: Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

Sustainable Tourism in Palaio Faliro

As part of our sustainable tourism goal, which was the overarching theme of our efforts, we specifically focused on providing individualized and themed tourist experiences through the use of local stakeholder partnerships and digital technologies.

Specifically, through ICC we were able to network with other cities and learn how they had tackled sustainable tourism issues, as well as innovations that they had implemented.

During the programme we initially created a group of local stakeholders involved in various aspects of the tourist business: hotels, hospitals, beaches, museums, and cultural organizations, in order to identify specific issues that needed to be addressed and gather their opinions on our approach of digitizing tourism.

The next step was a survey around the city, mapping the visitor profiles and their needs.

Finally, we designed an application proposal, which will be implemented in the near future, which will include personalized tours.

Mayor Foreword

Our journey through the ICC was a challenging one due to the complications of the pandemic, however, it was also an opportunity for us to learn more about our fellow cities around Europe and the world. Through our contact with other cities, we were able to design our own strategy for sustainable and digital tourism, as well as reinforce our European identity through collaboration and the understanding that we all face the same challenges, and through working together, we can overcome them.

Ioannis Fostiropoylos
Mayor of Palaio Faliro

The city of Palaio Faliro pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document



Summary

Created a group of local stakeholders to identify current needs. Did a survey to identify tourist profiles	Analysed results and created a set of objectives to be implemented throughout 2021, including the design of an app and the improvement of the coastal facilities	The coastal amenities of the city were improved to accommodate for increase accessibility and smart technologies, such as the ability for people with reduced mobility to track the availability of the sea track.	We are currently in the process of finding funding for the online application, after designing its specs.
--	--	--	---

Palaio Faliro: Preparation and assessment

ICC transformation



Introduction


Palaio Faliro entered the ICC hoping to expand its international network, create alliances and promote its touristic outreach and capacity. As a coastal municipality, most of our touristic identity stems from the various seas-related facilities and activities. Our hope was to improve the accessibility and visibility of these, while at the same time utilizing them to bring tourists, revenue and access to our less favoured sites.


ICC has allowed us to network with other municipalities who have similar goals and are at different stages of achieving it, as well as to share ideas with peers about existing issues.


Through the programme we were able to create a local stakeholder group and chart specific strategies about the digitization of tourism.

2 City needs: State of the city overview

Significance of insight to what we want to do on the ICC

 Of critical importance to ICC journey and we should be working to change

 Of importance to ICC journey, and we should act to change this along the journey as opportunity presents

 Contextually relevant, but not major point of attention in ICC and unlikely to be impacted on the journey

The state of Palaio Faliro today

The two municipalities are currently promoting their coastal services in terms of tourism, however, they are focused on different sectors. Palaio Faliro is focused towards using its coastal walkways and its commercial marina primarily, whereas Alimos is more geared towards using its beaches and the services provided there.

On the other hand, Palaio Faliro's beaches are completely open and largely underutilized commercially, Culutrally, Palaio Faliro is home to some unique sites – Greece's only toy museum, two military museums, one of which is a floating cruiser, and an ancient trireme, which is used for actual exhibitions. These sites are not connected and function independently for the most part. Finally, the municipality is home to medical centres and hospitals, which service a large population and can be used in health tourism.

Key insights from city performance analysis

Higher performance observed

1 Existing facilities to utilize the coast and the beaches, to the extent that they have become the primary source of touristic activity

2 Diverse hotels that can target any price range, starting with a two-star hotel all the way to a five-star one.

3 Accessibility initiatives over the last few years

4

5

Lower performance observed

1 Almost no communication between private stakeholders, with no network of cooperation

2 Lack of beach services and consistent maintenance in Palaio Faliro Beaches

3 Lack of funding for large-scale projects without assistance from European, national or private funds

4

...

3 City ecosystem

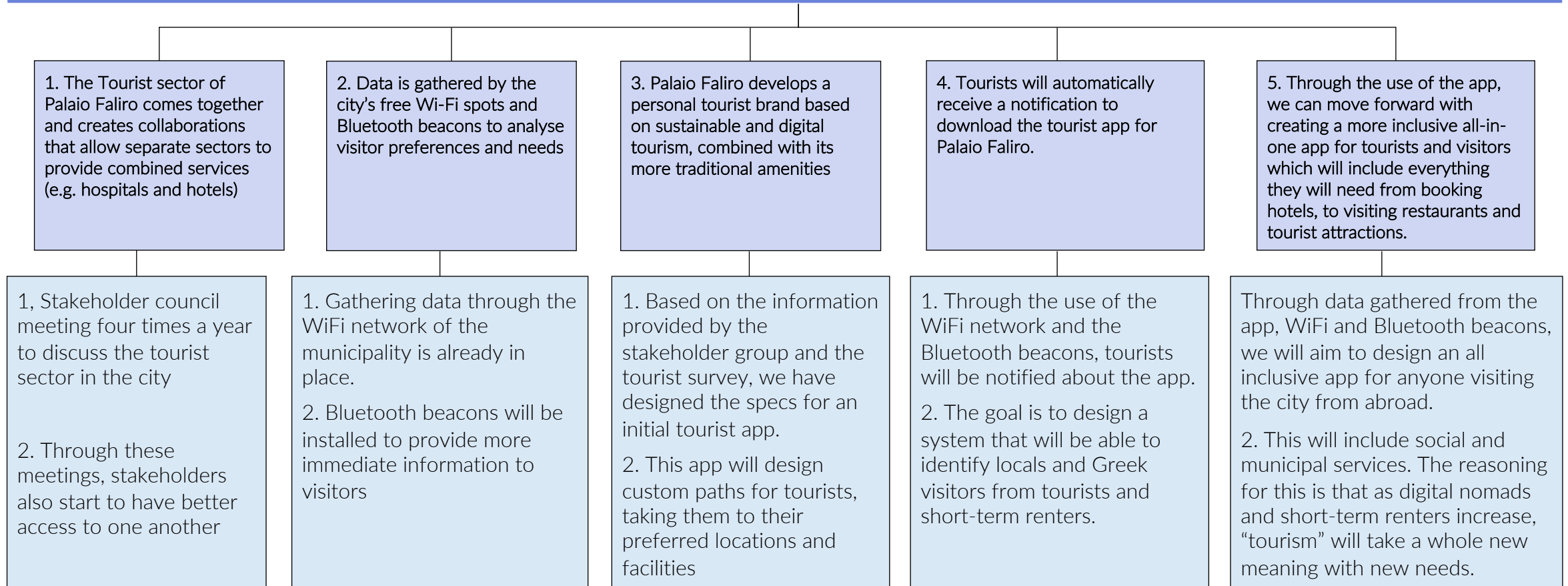
Provide a summary of findings from the stakeholder engagement workshop, local ecosystem enablers and 1:1 interviews and in particular:

Key topics for discussion

- **Shared aspirations and vision** – Stakeholders did agree that there is a necessity for smart and direct solutions and improvement in the field of tourism. However, while onboard, some seemed reluctant unless they could see some first steps being made in the short-term. While differences in opinions did arise, ultimately, everyone felt that the city should focus towards promoting its coastal amenities first, through both traditional and digital means.
- **What we bring and how we work together** – We were able to include a variety of stakeholders that complement each other in multiple ways. Specifically, the stakeholders have a lot of cooperation capacity (e.g. hotels – hospitals for health tourism, marina – museums for guided digital trails), while at the same time, they can serve as a way to promote one another, as well as any digital or accessibility initiative by the municipality.
- **Urban resources for transformation** – The two municipalities don't have the funds for any large projects, however they do have access to a variety of funding opportunities and platforms. Specifically, they are part of the Southern Municipalities Union, which received funding from the government and European Structural Funds. They also participate in government funding platforms and European consortia.

ICC strategy: Vision and ambition statements

In 20230 Palaio Faliro is a place where tourists and short-term residents can visit and have a fully personalized and digitized experience, where all their needs are accommodated by quick and smart digital technologies.



1 Summary

ICC: PALAIO FALIRO Roadmap at the end of ICC Phase I

ICC
initiatives

Not ICC
initiatives

Short Term Initiatives
(6 Months)

Medium Term Initiatives
(9 – 12 Months)

Long Term Initiatives
(12 - 15 Months)

Future
State

Tourism

Strategy for a digital,
sustainable and green
touristic destination
transition

Co-Creation activities to
set the vision, mission,
action of the Strategic
and Action Plan

Strategic and Action
Plan

Specifications for mobile
app on Thematic
Touristic Trails within
the Municipalities

Development of the
ECOSYSTEM for the
Digital, Sustainable and
Green Destination

Marketing Plan and
Branding for a digital,
sustainable & green
touristic destination

Distinguishing
characteristics of the
destination/Competition
Analysis

Analysis of attitudes and
needs of visitors and
tourists

Branding and Creation
of Digital, Visual Identity
of the Destination

Development of a
Thematic Tourism
mobile app for visitors
and Tourists

(9) Flisvos municipal Cultural Center
Refurbishment and KEPOA
Refurbishment

(7) Up-Skilling and Re-Skilling of
Dexterities of Touristic Sector
stakeholders and employees
(H2020, Greece 2.0)

(10) Application to
Greece
2.0 for
Financing

(4) Strategy and Marketing Plan in the Tourism Sector (Alimos) financed by Antonis Tritsis Program

(2) Plan for Renovation of the Seaside
Sector (Palaio Faliro)

(6) Green, Cultural Routes by SYDNA

Current
State

(1) Revamping of
all beaches
infrastructure

(3) Public, free
WiFi to all
Beaches

(5) Master Plan
for Development
of a Diving Park

(8) Final Plan for Development of a
Diving Park

Palaio Faliro: Ambition and roadmap

ICC Transformation



2 Solution charter: link to vision and ambition statements

Overarching ICC city vision

Palaio Faliro and Alimos establish themselves as a major Smart Tourism” destination in the Eastern Mediterranean in the next 5 years, through the development of innovative, personalized, data driven, green, inclusive technology - based solutions.

Ambition statement 1

To align the interests of citizens, municipal authorities, tourism sector economic stakeholders, local business stakeholders with the vision, mission and objectives of the Smart Tourism Destination Strategy & Action Plan for win - win situations.



LOCAL STAKEHOLDER
ALLIANCES THAT CAN WORK
COLLABORATIVELY TOWARDS
THE ICC CITY VISION

Ambition statement 2

To develop a clear strategy, action plan, marketing plan and unique identity for supporting the transformation of the cities tourism sector and exploitation of the new tourism product in the medium to long term.



SUSTAINABLE AND INCLUSIVE
TOURISM MODEL

Ambition statement 3

To support the transformation process by developing digital tools to propose to visitors and tourists the most suitable touristic experience, customized to their needs thus improving the ability of these end users to visit important POIs.



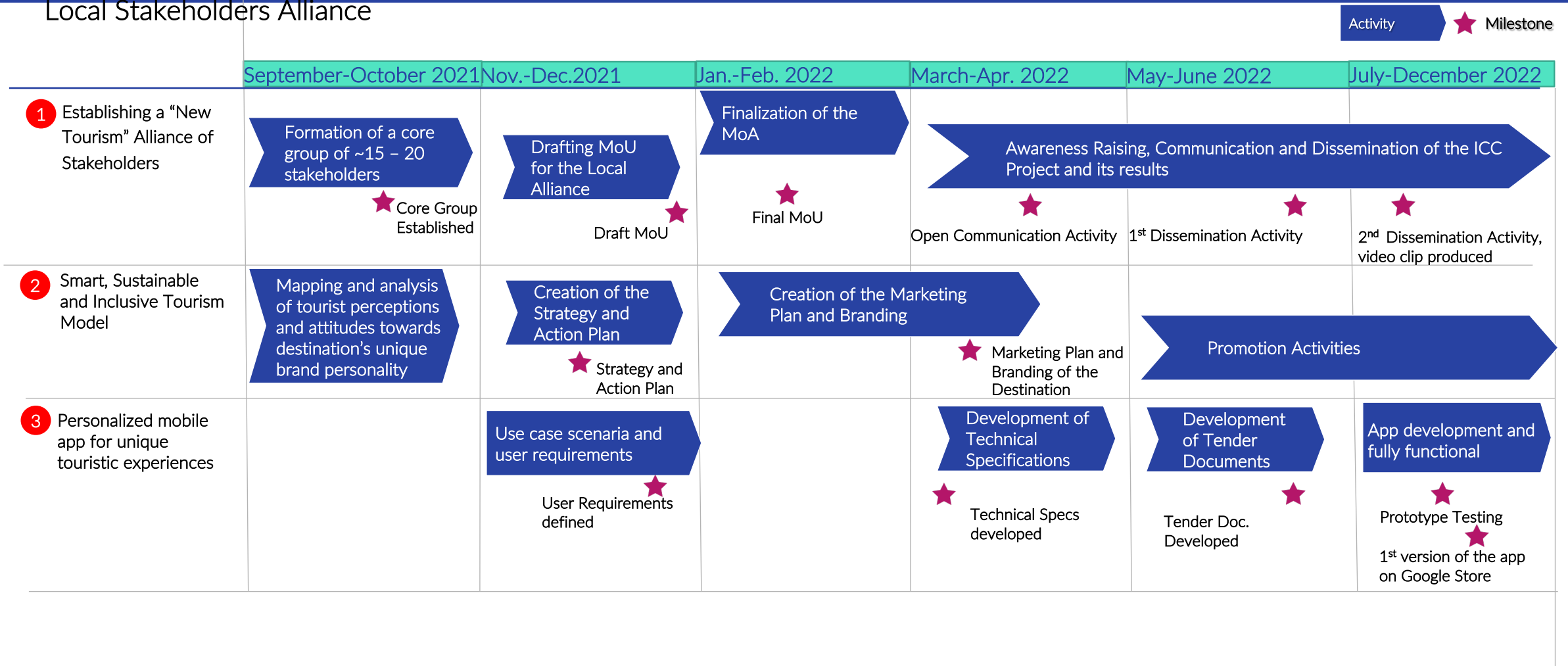
PERSONALIZED MOBILE APPS
FOR UNIQUE TOURISTIC
EXPERIENCES

2 Solution charter: solutions and initiatives

SOLUTIONS →	LOCAL STAKEHOLDER ALLIANCES	SMART, SUSTAINABLE AND INCLUSIVE TOURISM MODEL	PERSONALIZED MOBILE APPS FOR UNIQUE TOURISTIC EXPERIENCES
I N I T I A T I V E S →	Establishing a “New Tourism” Alliance of Stakeholders	Co-Create the Strategy and Action Plan for the Transition to a Green, Sustainable and Smart Tourism Destination Model	Mobile app for personalized thematic routes in cities
	Support the Change in Mentality of the Local Society, Align with Local and Regional Policies, Awareness Raising, Communication and Dissemination of the ICC Project	Co-Create the Marketing Plan and Brand Identity of the Tourism Destination	-
	-	Co-Create the Digital Identity of the New Touristic Destination	-

High level implementation roadmap for solutions

Local Stakeholders Alliance



Key Performance indicators – Activities (inputs and actions)

Solution	Initiative	Activities – Inputs and actions
Establishing a “New Tourism” Alliance of Stakeholders	Creation of create a public-private alliance between municipal authorities, cultural and touristic stakeholders	Core group of Meeting with stakeholders on a bi-monthly basis to discuss ongoing planned stakeholders formed (Sep – Oct 2021)
	MoU signed by all members of the “New Tourism” Alliance	Draft MoU (Dec. 2021); Final MoU (Feb. 2022)
	Awareness raising, Communication and Dissemination Activities by Alliance stakeholders	Awareness raising and information campaign (March 2022 – Sep. 2022); Communication and Dissemination Campaign (Mar.2022 – Dec. 2022)
Smart, Sustainable and Inclusive Tourism Model	Creation of the Strategy and Action Plan for the transition to the new model	Strategy and Action Plan (Sep. – Dec. 2021);
	Creation of the Marketing Plan and Branding Identity	Marketing Plan and Digital Brand Identity (Jan. 2022 – Mar.2022)
	Promotion activities for the new Brand Identity	Promotion activities in Social Media and other Channels of Communication (Sept 2022 – December 2022)
Personalized Mob. App for Unique Touristic Experiences	Use Case Scenaria and User Requirements	Co creation activities (at least 3) to develop use case scenaria and user requirements for the app (Nov. – Dec. 2021)
	Development of technical specifications and public procurement	Technical Specifications (Mar. – Apr. 2022); Public procurement procedure (May – June 2022);
	App development, prototype testing and fully functional app	App Development phase (July – September 2022); Prototype Testing (Oct 2022); Beta version of the app on Google Store (Nov. 2022)

Key Performance indicators – solution maturity

Solution	Initiative	Solution Maturity - outputs	Baseline
Establishing a “New Tourism” Alliance of Stakeholders	Creation of core framework of the local Alliance	<ul style="list-style-type: none"> •Number of Alliance Members = At least 20 	
	MoU signed by all members of the “New Tourism” Alliance	<ul style="list-style-type: none"> •MoU signed to promote the new tourism model = 1 Final MoU 	
		<ul style="list-style-type: none"> •Local Stakeholder Alliance Action Plan Agreed = 1 Action Plan 	
	Awareness raising, Communication and Dissemination Activities by Alliance stakeholders	<ul style="list-style-type: none"> •Number of Communication and Dissemination Activities in local Settings executed = At least 3 	





Key Performance indicators – solution maturity

Solution	Initiative	Solution Maturity - outputs	Baseline
Smart, Sustainable and Inclusive Tourism Model	Creation of the Strategy and Action Plan for the transition to the new model	<ul style="list-style-type: none"> • Digital Brand Identity developed (logo, moto, slogan etc) • Development of Destination Attractivity Index 	
	Creation of the Marketing Plan and Branding Identity	<ul style="list-style-type: none"> • Number of new tourism product/services proposed in the strategy and action plan 	
	Promotion activities for the new Brand Identity	<ul style="list-style-type: none"> • Number of promotion activities organized and carried out based on the strategy and marketing plan 	





Key Performance indicators – solution maturity

Solution	Initiative	Solution Maturity - outputs	Baseline
Personalized App for Unique Touristic Experiences	Mobile app for personalized thematic routes in cities	<ul style="list-style-type: none">• Mobile app for personalized experiences of visitors/tourists including a chatbot• Analytics engine and dashboard for policy makers	






Key Performance indicators

Solution	Initiative	City performance – outcomes and impacts	Baseline	Link to SDGs (optional)
Establishing a “New Tourism” Alliance of Stakeholders	Creation of core framework of the local Alliance with ~15 – 20 stakeholders	•Number of synergies created between Local Alliance stakeholders to promote common actions in the tourism sector.		 
	MoU signed by all members of the “New Tourism” Alliance			
	Awareness raising, Communication and Dissemination Activities by Alliance stakeholders	Change of attitude of local population in favor of the new touristic model		 

Key Performance indicators

Solution	Initiative	City performance – outcomes and impacts	Baseline	Link to SDGs (optional)
Smart, Sustainable and Inclusive Tourism Model	Creation of the Strategy and Action Plan for the transition to the new model	<ul style="list-style-type: none"> • Tourist's flow in the cities: Total number of nights spent in the destination • Tourism related enterprise's performance: No of employees in tourism sector as part of total employment (%), Number of new businesses registered in the past 12 months in the tourism sector; • Number and % of total of tourism enterprises and establishments in the destination (e.g. hotels, DMOs, Marina's, Sport's Facilities) using a voluntary sustainability, environmental, hygiene or corporate social responsibility certification • Satisfaction Rate of the Citizens with the new Tourism Model (%), 6 month survey. • Accessibility to Pol's by People with Disabilities • Assessment of Destination Attractivity Index per year in a survey (new tourists and returning tourist and visitors) • % of the destination's events that are focused on the new brand identity of the destination 		   
	Creation of the Marketing Plan and Branding Identity			
	Promotion activities for the new Brand Identity			

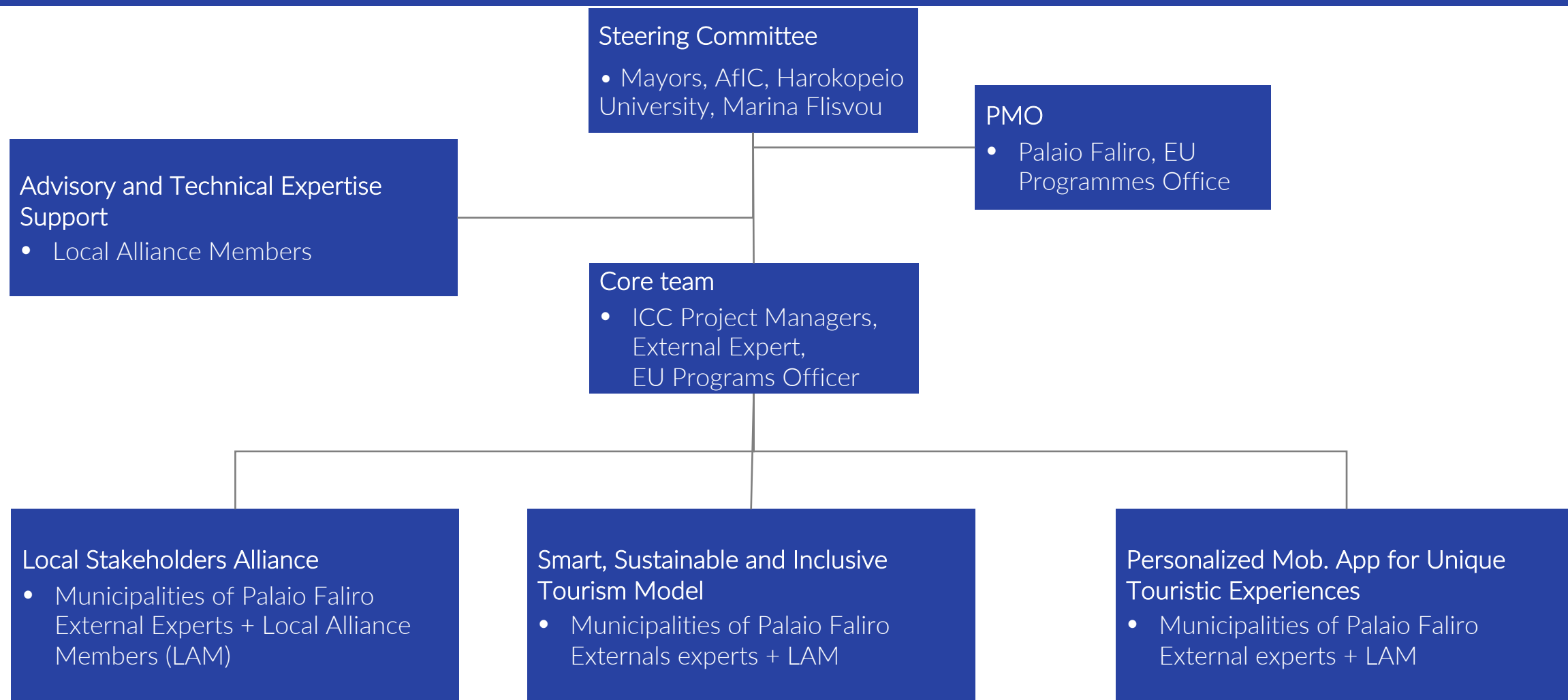
Key Performance indicators

Solution	Initiative	City performance – outcomes and impacts	Baseline	Link to SDGs (optional)
Personalized Mob. App for Unique Touristic Experiences	Use Case Scenaria and User Requirements	<ul style="list-style-type: none"> • Municipal Personnel trained in the CMS – Digital Literacy skills improved • Pol personnel trained in the CMS – Digital Literacy skills improved • Improvement of quality of open data • Improved Interoperability with Municipal systems • Increasing Visitors loyalty and willingness to revisit the destination • Improved satisfaction and trust of local enterprises in the tourism sector to the municipal authorities • Increased tourist flow and income for local communities • Unique online brand identity 		    
	Development of technical specifications and public procurement			
	App development, prototype testing and fully functional app			

Key Performance indicators - Cross cutting indicators

Indicator	Value
Population	~150.000
Employment rate (number of person aged 20 to 64 in employment divided by the total population of the same age group)	80%
Number of new businesses registered in the past 12 months	20
Tourist arrivals	15000
Tourist overnight stays	45000
Daily spending per same-day visitor	50-80
Number of tourism enterprises and establishments in the destination	1800
Number (percentage) of tourism enterprises and establishments in the destination (e.g. hotels, tour operators, sub-destinations) using a voluntary sustainability, environmental or corporate social responsibility certification/label	70%
Number of mobile apps for tourism	1

4 Governance structure for roadmap implementation



Section

3+4

Palaio Faliro: Impact

ICC Transformation



Impact executive summary

Due to the pandemic, a lot of the planned activities had to be delayed, altered or altogether abandoned. We were successful in bringing together the local stakeholder alliance, as well as developing a survey. We were also successful in designing the application specs. We were able to provide more accessible and smart coastal amenities, such as the sea track with an availability tracker, which is accessible online. However, we could not secure funding for the development of the application. Due to COVID, it was decided that all efforts would be focused on combating the pandemic and the social issues that it caused, which meant that funding in other sectors had to be cut.

Over the next three years, the municipality of Palaio Faliro has committed to redesigning its tourist identity. In that direction, we have already begun a wide study on restructuring the coastal part of the city, providing a tourist application to visitors, and creating more accessible places.

Assessment of city performance - progress against KPIs

City performance		Where we started	Midway through the challenge	Final results
1	KPI 1	No local stakeholder alliance	Currently there is a stakeholder board of 13	Stakeholder combined services are offered, such as hospitals working with beaches or hotels to, or museums providing packages
2	KPI 2	No plan for sustainable tourism	Study on current state of tourism, including flows, sites of interests and tourist feedback	Not particularly useful results, as survey provided information that couldn't be used in the design of the app
3	KPI 3	No plan for app or other digital tool	Initial study on pathways used by app done, preliminary talks with potential company that will create the app underway	Study on current state of tourism, including flows, sites of interests and tourist feedback
4	KPI 4			
5	KPI 5			

5 key lessons

Lesson	Reflections
1	Funding is still a major issue for most cities, and there are very limited resources
2	There is a “snowball” effect on all forms of funding, which increases the gap between cities
3	It’s necessary for a more centralized authority for Municipalities in Europe. ICC is a step forward, but more cities could benefit from a European authority/body dedicated to municipalities
4	Public-Private collaborations are necessary but difficult at time. Following the more centralized approach Municipalities could benefit from less stringent regulations on that
5	A lot of aging municipalities find it difficult to follow the digital revolution. More focus should be placed On digital literacy

Commitments

Commitments to on-going resources	Commitments to on-going collaboration	Commitments to on-going KPIs
<p>We are I talks about securing funding for multiple initiatives for sustainable tourism. Right now they are:</p> <p>Funding from the ELENA programme, for sustainable transport</p> <p>Funding from national programmes related to sustainability and investment</p> <p>Funding from private resources, which will go towards a city-wide study to redesign the coastal part of the city.</p>	<p>Some of the programmes mentioned previously are done in collaboration with partners found during stakeholder talks,</p> <p>We continue are commitment to find more collaborative endeavours with the local stakeholders.</p>	<p>All KPIs are in a medium stage and ongoing. Resources are being researched to finalize them,</p>

3 Year plan - ambitions

Building on the ICC, what would the city aim to achieve in 3 years time?

Palaio Faliro will be a sustainable, accessible and friendly destination for national and international visitors, with the capacity to gather data. This data will not only be useful for future developments but possibly as revenue streams to increase the sustainability of our facilities.

What steps will you take over the next 3 years to achieve these goals?

Digital app for various pathways, based on user profile.
Sustainable transport projects, in collaboration with local stakeholders and other municipalities
Redesign of the coastal part of the city to be more inclusive and easy to access,