



Towards a knowledge quarter in St. Dionysios, Piraeus

Results of the REDIS Implementation Lab, Piraeus, 24/2 – 26/2 2010

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More info on REDIS:

<http://urbact.eu/thematic-poles/growth-and-job-creation/thematic-networks/redis/presentation.html>



1. INTRODUCTION

The city of Piraeus is a member of the REDIS-project, an EU-sponsored exchange programme of eight cities that have the ambition to use their science base as a driver for local economic development.

In the context of the REDIS programme, in February 2010, Piraeus hosted an Implementation Lab, a method that helps to audit a project using the expertise of project partners from different countries. A delegation of the partner cities paid a 3-day visit to the city and made a critical assessment of the development of the city economy, and more in particular, the plans for the Dionysios district (see annex 1 for the program). The audit focused on the question how to develop the area into some sort of knowledge quarter.

The first day of the implementation lab was meant to inform the partners in more detail on the development of the urban economy, and the key stakeholders in the development project. A number of local stakeholders delivered presentations and presented their views to the audience. During the second day of the lab, the audience was split into two working groups, where each group was a mix of foreign and local participants/stakeholders. The groups elaborated their observations and produced a series of recommendations and ideas for the Dionysios area.

This report contains the outcomes of the implementation lab. First, for readers not familiar with Piraeus, it sketches some basic features of the city (section 2), and a description of the Dionysios district (section 3). Next, it summarizes the views, visions, ideas and recommendations that were developed during the implementation lab (section 4).

The results are the fruits of a combined effort of all the people who were involved in the group discussions and the presentations. The author is highly indebted to all the participants in these groups, and in particular to the other workshop leader, Mr. Volkmar Pamer, who did an excellent job in moderating the discussions.



2. PIRAEUS: THE SOCIAL-ECONOMIC CONTEXT

2.1 Introduction

Piraeus (about 200,000 inhabitants) is part of the metropolitan region of Athens, and is best known for its port function for the region. Athens is the economic, cultural and administrative capital of the region, and it has expanded rapidly in the last decades. Since the 2004 Olympic games, the infrastructure has improved dramatically. From Piraeus, passenger ferries link Attica with many islands, and also commercial traffic is large. Piraeus is also a major industrial city. It was one of the main industrial development sites in the region. But in the last decades, the industrial function has declined. The port (and its many related economic activities) continues to be the main economic engine of the city. One of the main industrial sites (currently in decline) is the quarter of St Dionysios. The city and some stakeholders are now considering transforming part of that rather large area into a knowledge quarter. This could help to modernise the economic base and create future prosperity. There are no elaborated plans yet. The city is at the very beginning of a process towards change for the area.

2.2 Socio-economic context

In this section, we sketch the context in which the knowledge quarter in Piraeus would be developed.

Political/administrative context

Piraeus is part of the Attica region, in economic terms by far the most significant region of Greece. Attica is home to the capital Athens, its many surrounding municipalities (that belong to the agglomeration), and several others. In Greece, there are 13 regions, each administered by representatives of the government. In addition, there are 54 prefectures, or administrative divisions, and more than 1,000 municipalities and communities. Piraeus is an autonomous municipality, but functionally the city is part of the capital agglomeration of Athens.

In the Athens metropolitan area, there has been a strong tendency of suburbanisation. In the last 20 years, municipalities around central Athens have witnessed strong population growth (see table 1).

Table 1 Suburbanisation in the Athens region

Peripheral Zones Km	Number of Municipalities	Population for the years					
		1951	1961	1971	1981	1991	2001
0-6	20	850.435	1.123.027	1.595.901	1.817.059	1.681.767	1.691.532
6-12	30	469.713	664.044	870.866	1.081.506	1.169.646	1.263.788
12-18	20	77.784	108.838	162.675	241.589	335.012	450.349
18-42	46	97.993	113.369	131.619	178.288	244.250	312.791
42-60	1	4.286	4.170	3.879	4.973	6.017	5.933
Total	117	1.500.211	2.013.448	2.764.940	3.323.415	3.436.692	3.724.393

Source: Rontos, Mavroudis and Geogiadis, 2006¹

In Greece, despite decentralization efforts, regions and municipalities depend largely on national policy and politicians. Policy fields such as innovation policy, education, and spatial planning are mainly the domains of the national government. The relocation of universities and research institutes cannot take place without consent of national government. The most relevant ministries are the ministries of Construction, Development, and Education.

¹ Rontos, K., Mavroudis, C. and T. Geogiadis (2006), Suburbanisation: a post World war II phenomenon into the Athens Metropolitan Region, Greece, paper presented at the RSA conference on Volos, 2007



It is important to note that urban policy making in Greece (especially project development) is politicized to a large extent. Much depends on individuals and interpersonal and political connections, alongside the formal planning bodies and procedures. There is little tradition of institutionalized harmonious co-operation, for instance between municipality and university. This can render the development of a science quarter difficult.

In the realization of projects, Greek regions and cities rely heavily on European funding, and therefore the Regional Operational Programmes are very significant. They are derived from the national Operational Programme for Greece. For the region of Attica, one of the priorities in the Operational Programme is to redevelop/reconvert dilapidated industrial areas. This offers significant opportunities for the eventual redevelopment of Piraeus' old industrial sites.

Economic base

In ancient times, Piraeus was already an important port in the region, due to its strategic location. Currently, Piraeus is by far the most important port of Greece, and in fact, of the entire Eastern Mediterranean. The port is important as economic engine in its own right, but it also creates a lot of spin-off activity, such as trading, commerce, and retail, not in the least place for the many visitors that pass by. During the 1960s and 1970s it also developed as a major industrial center. Many manufacturing plants were opened (especially food processing developed as a strong sector), and also the logistics function grew fast. 'Immigrant' workers (from the Greek islands but also abroad) came in, the cities' economy expanded and urbanization was fast (though largely unplanned and uncontrolled). From the 1980s on, the manufacturing industries fared less well; many factories closed down, relocated, or went bankrupt. Especially in the Northern part of the city, this process is very visible. Meanwhile, the city had accumulated a large poorly skilled workforce, and unemployment rose. By 2008, the unemployment rate is about 9%. Income levels of the population are low, and so are educational levels. There are many well educated managers who are working for maritime enterprises and some of them are from Piraeus. There are other positive developments, too: many shipping companies that had left Piraeus in the previous decades (mainly for tax reasons) are returning to the city (again for tax reasons), and open new offices close to the port. They create better employment and bring capital with them.

Knowledge base

Piraeus is not known at all as a knowledge city, but it does have some institutes of higher education and research. The first one is the University of Piraeus. The University of Piraeus was founded in 1938 under the title of the "School for Industrial Studies", by the Industrialists and Tradesmen Association. It offers courses mainly in the domains of finance, industry and economics, and informatics. The university is located in downtown Piraeus, but its premises are currently too small. Also, student housing has become a more pressing problem over the years.

The second relevant institute is the TEI (Technological Education Institute) of Piraeus. This is a polytechnic school (or university of applied sciences). It has about 9,000 students and 550 staff members. It used to be focused on technical studies only (namely automation and ICT), but more recently the institute also has business administration and economics departments. It also conducts research, in an attached organization called the Centre of Technological Research (CTR). The research focuses on the same fields, and is conducted by professors and staff that also teach at TEI. Although the TEI carries the name of Piraeus, the institute is not located in the city but in Athens (though very nearby the Piraeus border). By the time of its foundation, the Greek ministry of Education considered it the best spot (and there were no good alternatives in Piraeus). Some years ago (by 2002), there were some ideas to relocate this research unit and bring it closer to Piraeus. It



would become more involved in social projects in the city, and conduct research projects in the interest of the municipality. But ultimately, the move was called off. The TEI has a tradition of co-operation with local industry. For instance, contract research is conducted for local firms. Like the University of Piraeus, the TEI indicates to have shortages of student (and temp staff) housing. This shared issue could be a first lead for co-operation with the University of Piraeus in the knowledge quarter.

Accessibility

Piraeus is well connected to Athens and the airport both by road and public transport. A new metro line extension is being constructed that will further improve the link with Athens. The port, evidently, crucially depends on transport connections, and here are some problems too. The growth of the port has increased (heavy) traffic in the last decades, and the road infrastructure was not adapted accordingly. As a result, there is a lot of congestion (and consequent pollution) from lorry traffic. The renewed airport of Athens (since the 2004 Olympics) is well accessible, at about a 1h drive from Piraeus, and also by public transport. There is also a plan to construct a new ring road (highway) which will connect the port with Athens and airport and cars will not pass through the city.

Quality of Life

Piraeus has largely grown in a rather unplanned and uncontrolled way. For a long time, it was not considered as a city but rather as a port and industrial zone. This has affected the urban quality of Piraeus in a negative way. The sea around Piraeus has become polluted by the industries. Recently, action is taken to restore the ecological balance, however. There is a large biological waste treatment plant (funded by EU funds); some fish species that disappeared are starting to come back.

The city has several attractive amenities: a range of good quality restaurants, a yacht port, and some cultural amenities, including the archeological museum of Piraeus, the maritime museum, and some beautiful old churches. Also, a number of buildings have distinction and witness the wealth and influence of the Greek commercial shipping merchants. The municipal Theatre of Piraeus is very well known and people from Athens are coming to attend its events. There are also some theatres in the wider area of Piraeus. The historic center of Piraeus was declared a 'traditional site' by the Presidential Decree of 1982, and in 1987, 360 more buildings obtained a status of heritage sites². The city is not very popular as a residence for the higher educated. Due to the gradual degradation of the area, many of them moved out to better quality residential areas, but still work in Piraeus. The quality of the housing stock in the city is rather poor, on average.

² City of Piraeus (2003), Piraeus: center of shipping and culture, Ephesus Publishing, Alimos



3. ST. DYONISIOS: TOWARDS A KNOWLEDGE QUARTER?

The area of St. Dionysios is located close to the harbor of Piraeus. It borders the North side of the central port of Piraeus. On the north, the district borders a railway track. St Dionysios is an industrial transformation area of substantial size (30Ha). As a consequence of the relocation and closure of industries, several industrial plants in the area of St Dionysios are no longer in use. There are several empty factories and structures, for instance a large tobacco factory that no longer produces anything. But also, there is industrial heritage of good architectural quality. The district faces heavy transit traffic to and from the port, and the traffic situation is far from optimal. At the East end of the district, some shipping companies have developed new office buildings. The area is well accessible by public transport: it is located very close to the railway station that offers links to Athens. Moreover, the new metro extension will make it even better accessible, as one new metro station will be constructed in the center of the area.

The city faces the decision whether to leave the district to its own devices (and let it deteriorate further), or take some positive action towards transformation. The creation of a knowledge quarter is currently being considered as a viable option.

It's important to stress that this idea is not new. Back in 1992 (when the area already started to run down), a similar plan was developed by a consultancy firm (commissioned by the City and the Trading Association and the Industrial Chamber of Piraeus). Nothing has happened since, however, as the visionary plan never boiled down into concrete initiatives.

Recently, again, the idea of the creation of a Science Quarter has popped up. It is the city's goal to examine the ideas already developed for the alteration of abandoned areas through the integration of international partners and to thereby bring new life into the area. The local government considers the REDIS project as a chance for the alteration of this specific area. The adoption of a local action plan, which should be discussed and agreed between the municipal leaders and the participants, will step this undertaking up. The local action plan should contain a concrete five-year vision, as well as measures and tasks to reach the goals. It should include milestones so that the progress at certain stages can be measured.

Stakeholder analysis and ownership conditions

Given the fact that there is no project yet, we cannot speak of stakeholders properly. Rather, there are some organizations that may or may not be or become involved in the redevelopment of St. Dionysios into a science quarter. In this section, we discuss the role of potential stakeholders.

First, it is relevant to understand the ownership conditions of the area: the owners of the land are critical stakeholders by definition. The ownership of land in the area is highly dispersed. Some plots are municipal land; some belong to the port authority (a national public organization); most land belongs to the private sector, either to companies that operated their business in the area, or to banks that obtained the land when the occupying industrial firms went bankrupt. The dispersed ownership situation makes the development of an integrated plan for the district a difficult venture. It will be hard to unite all the different interests, and there are no mechanisms that put the stakeholders around the table.

There are two significant stakeholders that have a positive attitude towards redeveloping (parts of) St Dionysios into something like a science quarter. These are the two 'sister' organizations that unite the business sector in the city: the Traders Association and the Commercial and Industrial



Chamber. They already played a role in earlier attempts to start things off in the area, and they are willing to co-operate again. They can play a positive role, mainly as 'non politicized' neutral organizations that have an interest in bringing Piraeus forward. The OLP (Port Authority) is a key player. It has the power to fund the project or a part of it. Curently, the relations between the Municipality and Port Authority are good, and and this seems a a good chance for making the vision reality.

Other key stakeholders are the knowledge institutes in Piraeus: the university and the polytechnic TEI. They would be the new engines of the area in case a knowledge quarter would be developed. There are no signs that they will take active steps to set up shop in the area. Nevertheless, both institutes need new premises, and both share the problem of having shortages of staff and student housing facilities. Therefore, they could be motivated to join if the Dionysios area would provide a solution for them.

Finally, there are stakeholders at a distance that nevertheless play a key role. These are national government officials that have a final say in several affairs. For instance, even if the knowledge institutes would prefer to relocate to St Dionysios, they would require approval from the ministry. And furthermore, the funding of any reconversion plan would have to come from national government and European funding, which requires close co-operation with the region (for funds of the Operational Programme). This makes the planning process very complicated and probably very slow as well.



4. RESULTS OF THE IMPLEMENTATION LAB: OBSERVATIONS AND SUGGESTIONS

4.1 Introduction

In the preparation of the implementation lab, the local support group asked the visitors to address the key issue *to develop realistic ideas for a concept of a new science/knowledge quarter*. Moreover, it asked for suggestions for the process how to get things done. During the implementation lab, two groups of 10-15 people each reflected on these issues. Each group consisted of a mix of local people (knowing the local situation well), and project partners from abroad.

Each group made observations (based on presentations on day 1) and the tour that we made in the city, and developed a set of suggestions and recommendations. Below, they are elaborated. First, we give a number of observations that were made in the groups, concerning Piraeus in general and the area (4.2); next, we describe the observations and recommendations on the process of developing a science quarter (4.3), general principals and requirements for the development (4.4) and finally, some concrete ideas to redevelop the area into a Maritimopolis (4.5).

4.2 Observations

The following general observations were made during the implementation lab:

There seems to be momentum for change; there is a broadly shared feeling that Piraeus needs to take action to enter the knowledge economy. The current economic crisis shows that new economic impulses are needed; relying on 'business as usual' is no longer an option.

The city has several assets in this respect: It is well equipped with universities; it is close to Athens (and the airport). It has well-known name internationally, not at least thanks to the soccer club Olympiakos. Moreover, the port continues to be a key attractor, with 12m visitors per year and substantial commercial traffic as well.

As to quality of life: the visitors appreciated the orange trees, and noted that the relatively mild winter could be an asset for foreign investors. But there is criticism as well, in particular on the physical layout of the city. In general, there is a lack of conscious and careful urban planning. The city lacks green and open spaces; the harbour –the *raison d'être* for the city-, does not contribute to the quality of the urban environment. Moreover, the traffic situation is chaotic, streets are jammed with traffic, and the city is not pedestrian friendly. It has the feel of a transit area rather than a place to stay. Public transport off the main transport lines is rather poor, and busses are hindered by traffic jams.

On the development of the science quarter

In the view of the members of the Implementation Lab, the area targeted for redevelopment (St. Dionysius) enjoys some location advantages, that set the margin for its future redevelopment. First, it has good connections to the main public transport lines (metro, train) and therefore lends itself for a public or visitor-related function. Second, it is close to the waterfront, the harbor. The area may have potential for a positive impact on neighboring areas. Given its current derelict state, the area only can become better.

On the other hand, these benefits don't come automatically. The waterfront location is an opportunity, but currently, the road and the harbour are key barriers that have to be addressed. Also, connections to the universities are poor, and this is a weakness as the aim is to transform the area into a knowledge quarter. There are practical problems as well, the main one being that there are



many small lots and many owners, making it difficult to develop the area. Finally, the immediate surroundings of the area are not attractive, and given the space constraints it will not be easy to create attractive public space.

On the process

How to arrange the process of regenerating St. Dionysios? The participants of the Implementation Lab note that stakeholders are willing to work together. The port authority and the municipality expressed their support, and so did the chambers of trade and commerce. On the other hand, currently there is not a common vision, no shared idea on what the science quarter should be. The different stakeholders seem to have different expectations, as was expressed during the first day of the implementation lab. Moreover, the question of leadership arose: who is the driver? And there seems to be no institutional frame in which the area development can take shape.

4.3 Suggestions and recommendations for the development process

Based on the observations, and combined with the insights and experiences of the participants, we derive a set of suggestions and recommendations for the redevelopment of St. Dionysius.

Piraeus needs a new engine to drive the local economy and to propel it into the 21st century. It must make the shift from an industrial economy to a knowledge economy. Creating a knowledge quarter in St Dionysius could be an important bullet in this respect. This quarter would need to be linked with local industrial and knowledge strengths, such as maritime industries & technologies, trade, and ICT. However, the sheer complexity (dispersed ownership, different interest, politicized planning, and a lack of co-operative culture, to name the main issues) will make it a difficult exercise to transform the large district into a knowledge quarter. Therefore, it would be wise to reduce complexity as much as possible and create a step-by-step approach with concrete results rather than starting from a Grand Vision (that would probably never be realized).

First, it makes sense to mobilize the positive forces of change. These sit in the municipality, the port authority and the Chambers, and to some extent also in the local knowledge institutes. Moreover, we have identified that the university and the TEI share common problems (space constraints and housing), and there could be an opportunity to bring that into one line. Another step would be to identify a plot of land that is in the hands (or under control) of a public sector organization. That would reduce the complexity of ownership conditions.

Getting started

For getting started, we advise to first identify the main stakeholders (a 'local support group'). The most significant ones are probably known, but they can alternatively be identified using systematic stakeholder ranking according to commitment, change power, regulatory power, investment power, restrictions, risks, hidden agenda's. It is important to select not only the right organizations but also the right persons. In these processes, the personal match is a key success factor. The selected people should be fully committed and widely respected, also beyond their own organization.

One key element of the new knowledge quarter should be the co-operation between firms and universities. This is not easy to establish. Before starting, it makes sense to find concrete examples of 'good practice' of business-driven co-operation between university and company in Piraeus or even other parts of Greece. We noted that it is easy to talk about such co-operations, but in practice, the number of really successful and sustainable partnerships is limited. What really makes such co-operations tick, what are the success factors, and how can they be created in Piraeus? Also, it is key



to identify concrete willingness of companies to work with students or faculty. Also, it is wise to identify similar ‘best practice’ in Europe and take lessons home.

Take-off

For any development to take off, some sort of structure has to be in place. One suggestion is to create a working group of ‘change agents’, meeting every 14 days, funded by the consortium of stakeholders. This group may identify and elaborate scenarios. Moreover, a student competition could be organised (multidisciplinary) to develop ideas.

When a plan has been developed (and adopted by all stakeholders) the next steps are to propose land use change to the State, to secure funding from various sources, to buy the land and start the development. During the process, communication is essential: continuously inform stakeholders and citizens. Finally, during the process, the challenge is to keep the delicate balance between planning and flexibility, between Masterplan and urban ‘acupuncture’.

4.4 Principles for (re)development

Evidently, it is up to the local stakeholders to design a strategy for the area. But during the Implementation Lab, we developed a number of ideas that may be promising or inspiring. Also, based on our observations on Piraeus and the character of the area, we derived some ‘principles’ for the redevelopment.

Principles

The following principles may give direction to the redevelopment of St. Dionysios:

- There must be a link with the shipping/maritime industry; this forms the key strength and unique selling point of Piraeus.
- Exploit the accessibility and proximity to Athens. The area is close to the main trunk lines, making it very accessible for visitors, students, etc.
- The project should contribute to the attractiveness of Piraeus. We noticed that the city lacks physical quality; it is a place to go through, not stay. The ‘new St. Dionysios’ could become an anchor point for the city. Make it a hotspot where there is always something to see or do.
- Contribute to upgrading the urban economy. Piraeus needs to build a new economic future based on knowledge; this is a good place to start.
- Education should be part of any plan. Other European cities have shown how educational institutes can help to regenerate an area: students have to come to their school or university; they cannot go elsewhere (companies and residents can). Moreover, they mind less about being in a relatively underdeveloped area, and may choose to live in the area, giving a boost to regeneration.
- Green/environmental issues should be a prominent element. ‘Greening’ is a global trend, and there are many opportunities to link it to specifics of Piraeus: green transport and shipping, new energy-saving shipping technologies, etc. It also helps to secure funding: there is a large amount of subsidy opportunities in these fields.



- **Physical requirements:** the area must be opened up to the harbor. One of the areas' core qualities is the proximity to the water, but this aspect is fully unused now. Planning solutions are needed to reconnect to the water. One option is to create some sort of deck that bridges the road (see picture). Moreover, safety and security issues should be solved when the port is opened up.

4.5 Maritimopolis: The ABC of shipping

The principles can be elaborated in many directions. To give a flavor of what that could be in practice, we developed the plan for a concept called 'Maritimopolis: The ABC of shipping'. It could contain the following elements: **A**ppplied research, **B**usiness, **C**ulture/Entertainment, **D**urable/sustainable, **E**ducation, **F**estivals.

Applied Research: think of establishing practical/applied research units in maritime fields, economics/business and technology: energy saving in ships, fleet management, logistics/island transport, ship finance etc. The knowledge is there: the universities in the city are strong in these fields, and they would need to relocate their operations to St. Dionysios. The research should be business-oriented, preferably in close co-operation with companies.

Business: Think of creating space for maritime related innovative businesses. Also, the area may offer small units for start-ups, incubation facilities (business support, finance etc.), and shared infrastructure/equipment that individual small firms can use (they typically cannot afford to buy it themselves).

Culture/Entertainment. Create interactive exhibitions, for example about the latest trends in 'green shipping', new concepts for connecting islands, maritime history etc. Main target groups are ferry passengers and (school) children: play on the areas' good accessibility. The concept also needs café's, bars etc. to support this visitor function.

Durable/sustainable. The plan should be based on sustainability in every way. It is reflected in the type of research being conducted there, but also in the construction of the new buildings; exhibitions could be held about green issues related to maritime issues, etc.

Education: Establish a 'Maritime School of Management', in which the universities join forces. That would make St. Dionysios the place to study maritime issues in Greece (or beyond). The School could offer courses on various levels: Bachelor, Master, Post-graduate/post experience Professional Masters etc. Especially the last categories are interesting to start with, as there is a strong link with maritime industry. Moreover, building a school like this could be accompanied with student housing facilities in the area.

Festivals: Different types of festivals or events could give the area a lively touch, and attach and commit citizens as well as visitors to the place. Festivals could be organized related to the theme that the area will represent.



Annex 1 Programme of the implementation lab

Wednesday 24th February

Venue: Port Authority's hall

9:30	Registration and accreditation
9:45	Welcome and opening of the Implementation Lab Mayor – Mr.Panagiotis Fasoulas
10:00	Welcome Port Authority's President & CEO - Mr. Georgios Anomeritis
10:15	Prefecture of Piraeus – Prefect - Mr. Ioannis Mihas
10:45	Coffee break
11:15	Short introduction to the IL – Mr. Georgios Oikonomopoulos
11:30	City of Magdeburg – Mr. Klaus Puchta
11:45	National Technical University of Athens
12:00	Lavrion Technological And Cultural Park, Mr. Assimakis Chadoumellis, Mech. Eng. MBA, Site Manager
12:20	BIC of Attica – Mr. Antonios Livieratos
12:40	Athens University – Mr. Andreas Nikolopoulos - Director of the CIRN
13:00	A.T.E Bank – Mr. Ioannis Bouzopoulos
14:00	Lunch
14:20	Managing Authority ROP - Unit A – Mr. Markakis Konstantinos
14:40	National Technical University of Athens – Presentation of the NTUA research project: Crucial socio-economic factors of the Piraeus urban development process: Dr. K. Valerianou, P. Moukoulis, Ph.D Candidate Scientific Coordinator: Professor E. Panayotatos
15:00	University of Piraeus – Mr. Aggelos Kotios
15:20	Technological Education Institute of Piraeus – Mr. Dimitrios Tseles
15:40	Coffee break
16:10	Piraeus Chamber of Commerce and Industry – Mr. Nikolaos Manesiotis
16:30	Piraeus Chamber of Crafts – Mr. Nikolaos Stratis
16:50	Piraeus Chamber of Shipping – Mr. Michael Sarlis
17:10	Professional Chamber of Piraeus – Mr. Anastasios Pallas
17:30	Reflections – Mr. Willem van Winden
17:45	End of first day
20:00	Dinner at Yacht Club



Thursday 25th February

Venue : Old Post

9:00	Opening of day 2 of the IL – Departure from the hotel	
	Work visit to the main points related to the project	
11:15	Coffee break	
11:30	<p>REDIS expert’s recommendations. Reflections on day 1, questions and answers, and planning of day 2.</p> <p>Presentation of workshops. Distribution of the groups and methodology Willem Van Winden (lead expert UE)</p> <p><u>Group 1</u></p> <ul style="list-style-type: none"> collecting observations and suggestions based on our impressions of day 1 creating realistic ideas for a concept of a new science location, and suggestions for the process how to get things done. <p><u>Group 2:</u></p> <ul style="list-style-type: none"> collecting observations and suggestions based on our impressions of day 1 creating realistic ideas for a concept of a new science location, and suggestions for the process how to get things done. 	
12:00	Group 1	Group 2
	Facilitator & opening note Pamer Volkmar	Facilitator & opening note Willem Van Winden
	1) Observations stage	1) Observations stage
	2) Suggestions stage	2) Suggestions stage
	3) Agreeing suggestions	3) Agreeing suggestions
13:30	Lunch break	
14:30	Working session (groups). Each group works deeply and focus on specific issues : observations, suggestions on managerial, financial and sustainability issues	
16:00	End of the 2 nd day of the Implementation Lab	
20:00	Dinner at Pisina restaurant	



Friday 26th February

Venue : Old Post

9:00	Opening of the day 3 IL
9:15	Presentations of findings/suggestions. Identification and presentation of the specific issues/problems to be analysed within each group. Facilitators of the groups
10:00	Coffee break
10:30	Final and closing session: Preparing 'roadmap' for having good local action plans by the end of the REDIS project Discussion for LSGs and LAPs Proposals for summer school in Aarhus
12:00	Interview – Press conference
12:30	Lunch
13:00	End of the IL Piraeus