

	STAGES	STARTING	MODERATE	ADVANCED	ROBUST	VERTEBRATE
STAKEHOLDERS		Local government, emergency services, critical infrastructures	Local government, emergency services, critical infrastructures Public-private companies, NGOs, Volunteers, Regional government	Local Government, Emergency services, Critical Infrastructures Public-private companies, NGOs, Volunteers, Regional government, Media Citizens, Academic and scientific entities, National government	Local Government, Emergency services, Critical Infrastructures Public-private companies, NGOs, Volunteers, Regional government, Media Citizens, Academic and scientific entities, National government European legislative body	Local Government, Emergency services, Critical Infrastructures Public-private companies, NGOs, Volunteers, Regional government, Media Citizens, Academic and scientific entities, National government European legislative body International organizations
LEADERSHIP & GOVERNANCE	Municipality, cross-sectorial and multi-governance collaboration (L1)	(L1S1) Establish a working team responsible for resilience issues in the city (L1S2) Integrate resilience into visions, policies and strategies for city development plans	(L1M1) Establish a resilience department or committee and a cross departmental coordination board and procedures (L1M2) Align, integrate and connect the resilience action plan with regional plans (L1M3) Adopt climate change preventive actions (L1M4) Promote equality of access to services and basic infrastructure to vulnerable sectors of society	(L1A1) Align, integrate and connect the resilience action plan with national plans (L1A2) Develop a plan for a multi-level governance approach involving the municipal, regional and national levels of governance	(L1R1) Align, integrate and connect the city resilience plan with regional, national and international resilience management guidelines	(L1T1) Support the development of other city resilience plans aligned, integrated and connected with regional, national and international resilience management guidelines
	Legislation development and refinement (L2)		(L2M1) Develop a white paper on the multi-level governance approach	(L2A1) Conduct certification processes to achieve conformity with national standards	(L2R1) Conduct certification processes to achieve conformity with international standards	(L2T1) Contribute to the development of standards on resilience guidelines and policies
	Learning culture (learning and dissemination) (L3)	(L3S1) Develop a strategy to create a resilience culture	(L3M1) Promote a culture of resilience (L3M2) Review of best practices to deal with shocks and stresses used in different sectors and other cities	(L3A1) Formalize the learning process and institutionalize regular debriefing meetings	(L3R1) Create a learning city	(L3T1) Develop formal procedures to assess the effectiveness of the learning process (L3T2) Promote leadership for knowledge transfer and sharing among global cities, regions and nations
	Resilience action plan development (L4)	(L4S1) Identify city requirements regarding resilience process	(L4M1) Develop a resilience action plan to respond to shocks and long term stresses	(L4A1) Develop leading indicators for assessing the performance of the resilience action plan	(L4R1) Assess and monitor the resilience action plan's efficiency periodically in order to continuously improve it	(L4T1) Share the CITY's expertise in resilience action plan development with other cities about to start the process
PREPAREDNESS	Diagnosis and Assessment (P1)	(P1S1) Assess and manage a wide range of risks (P1S2) List and prioritize critical services and assets (P1S3) List existing plans and response mechanisms and guidelines for shocks and stresses	(P1M1) Take account of interdependencies between risks when assessing and managing risk	(P1A1) Assess and prioritise risk scenarios and their implications through consideration of risk systemicity (e.g. using Risk Systemicity Questionnaire)	(P1R1) Undertake regular and long-term risk assessment with a focus on risk systemicity	(P1T1) Assess the value added by CITY contributions to the resilience of other CITIES
	Education and Training (P2)	(P2S1) Conduct training and arrange emergency drills with the emergency teams and critical infrastructure providers (P2S2) Inform citizens of volunteering opportunities in the local community (P2S3) Develop a common understanding of the resilience approach among stakeholders	(P2M1) Conduct training and arrange emergency drills including volunteers	(P2A1) Provide training for citizens and public and private companies (P2A2) Conduct emergency drills at national level (P2A3) Develop education programs in schools about the resilience action plan (P2A4) Assess and refine the training programs	(P2R1) Establish a strong network of volunteers (P2R2) Conduct frequent joint training exercises between European cities	(P2T1) Develop training plans in cooperation with other CITIES (P2T2) Develop training activities for other CITIES (P2T3) Support self-organisation of the involved agents to improve the resilience of the CITY
INFRASTRUCTURE & RESOURCES	Reliability of infrastructures (I1)	(I1S1) Develop cooperation/collaboration agreements with CI providers (I1S2) Develop plans to monitor critical infrastructures' functionality (I1S3) Develop contingency plans for critical infrastructures	(I1M1) Identify interdependencies of critical services at local level (I1M2) Develop periodical preventive maintenance procedures for Critical Infrastructures (I1M3) Develop measures to increase critical infrastructure redundancy and reliability (I1M4) Implement monitoring systems for identifying risk, shocks and long term stresses (I1M5) Carry out audits for critical infrastructure providers	(I1A1) Develop flexibility measures	(I1R1) Identify interdependencies of critical services at international level	(I1T1) Encourage the continuous improvement of policies, to take advantage of any shock and stress to bounce forward and improve or re-design (I1T2) Apply big data approaches to analyse the information obtained
	Resources to build up resilience (I2)	(I2S1) Assess current initiatives and funding opportunities for the development of resilience (I2S2) Develop a list of the physical resources currently available response (I2S3) Deploy a disaster relief fund for emergencies	(I2M1) Allow for the resilience action plan in the local government budget (I2M2) Promote resources /tool sharing among critical infrastructure providers within a region during crises	(I2A1) Promote and provide incentives for initiatives that contribute to building resilience (I2A2) Implement centralised control of coordination of critical resources and activities during shocks and stresses (I2A3) Encourage stakeholders to have appropriate insurance coverage (I2A4) Promote and provide incentives for the development of sustainable urban infrastructures	(I2R1) Promote and provide incentives to stakeholders for investment in R&D&I projects regarding Resilience. (I2R2) Monitor an effective use of resources to ensure strong performance of the the resilience building process	(I2T1) Assess the impact of innovation on the resilience building process. (I2T2) Monitor the insurance level of stakeholders
COOPERATION	Development of partnerships with city stakeholders (C1)	(C1S1) Map relevant stakeholders to develop the resilience action plan (C1S2) Develop a public website with emergency information	(C1M1) Develop a stakeholder engagement plan defining its roles and responsibilities (C1M2) Develop an internal communication platform for sharing information with different municipal departments and emergency services	(C1A1) Align the objectives of different stakeholders and develop a common understanding of resilience (C1A2) Develop formal partnerships between academic and scientific entities to improve the resilience building process (C1A3) Undertake public consultations to receive feedback on the resilience action plan (C1A4) Develop a public communication platform to interact with stakeholders	(C1R1) Widen collaborative networks with stakeholders to reflect on and make decisions about the progress of the city resilience. (C1R2) Arrange multi-stakeholder debriefing meetings (C1R3) Develop a public platform to enhance sharing among city stakeholders	(C1T1) Support self-organization of the cooperation among all the stakeholders involved in resilience development (C1T2) Involve all stakeholders in the learning process
	Involvement in resilience networks of cities (C2)		(C2M1) Establish alliances with cities facing similar risks	(C2A1) Join a major network of EU cities (C2A2) Develop formal partnerships with regional stakeholders	(C2R1) Participate proactively in regional, national and international networks to promote initiatives, exchange experiences and learn	(C2T1) Active involvement of local authority and stakeholders in networks (local, national, European and global) (C2T2) Encourage stakeholders to present their experience concerning the resilience building process as a reference for other CITIES