



IGOUMENITSA INTEGRATED ACTION PLAN

August 2022

Authors:

Pantelis Karapiperis.	Project Coordinator
Giannoula Tzovara:	Project Team
Christina Gogolou:	Project Team
George Sarlis:	Local Expert

Igoumenitsa, Greece.
August 2022

Table of Contents

Introduction	3
1. Context and Process	4
1.1. City Context	4
Economy	6
Employment	7
1.2. Presentation of the Intervention Area and Key Challenges	9
1.2.1. The Intervention Area	9
1.2.2. Summary of key challenges	10
1.2.3. SWOT Analysis	12
1.3. Focus and Vision	13
1.3.1. Focus of the Action Plan	13
1.3.2. Vision	14
1.4. Description of the Planning Process	17
1.4.1. Presentation of the ULG	17
1.4.2. The stages of the dialogue with the ULG	18
1.4.3. Transnational activities and inspirations from partner cities	21
1.4.4. Small scale actions	22
2. Action Plan	23
2.1. Specific Objectives and Strategy	24
2.2. Proposed actions	24
2.3. Summary and Gantt Chart	27
3. Implementation Framework	28
3.1. Framework for the delivery of the IAP	28
3.2. Resourcing and Funding	28
3.3. Monitoring framework	29
3.4. Overview and analysis of risks	30
Annex 1 Description of the actions	32
Annex 2 Description of the actions	34

Introduction

The **Integrated Action Plan (IAP)** of Igoumenitsa is a practical document focusing on concrete actions and its main aim is to help city officials, policy makers and communication specialists, to plan and implement engagement activities in focus areas.

The successful implementation of **IAP** should help City Administration of Igoumenitsa to achieve the following long-term goals and objectives in the focus area and the city in general:

- More people are participating in decision-making process and governance of city
- The decisions made are of better quality and better understood by citizens
- Better cooperation with key stakeholders leads to new innovative co-creation models and tools

This **IAP** is being developed in the framework of **URBACT** Action Planning Network **THRIVING STREETS**. URBACT Action Planning Networks improve sustainable local policies through integrated action planning and an organized process of exchange and learning among cities across Europe.

THRIVING STREETS is a Network aiming to build a case for sustainable mobility, unlocking suppressed demand for active mobility, while at the same time, enhancing resilience, quality of life and economic growth in the cities involved.

Taking into consideration that Mobility is at the crossroads of various urban policies in Europe, Thriving Streets is trying to connect mobility with economic prosperity, accessibility, inclusion, participation, and health to encourage a change towards more resilient and attractive cities. Thriving Streets project is co-financed by the European Regional Development Fund.

The city of Igoumenitsa is one of the partners of the ten-city-network, working together to improve sustainable mobility in urban areas from an economic and social perspective.

It is led by the **City of Parma** and includes nine partner cities:

- **Antwerp** (Belgium),
- **Nova Gorica** (Slovenia),
- **Igoumenitsa** (Greece),
- **Santo Tirso** (Portugal),
- **Oradea** (Romania),
- **Debrecen** (Hungary),
- **Klaipeda** (Lithuania),
- **Radom** (Poland),
- **London Southwark** (UK).

1. Context and Process

1.1. City Context

Igoumenitsa with a population of about 12.700 citizens is the capital of the Region of Thesprotia at the Northwest coast of Greece on the Ionian Sea. It is a strategic point for tourism and commerce in northern Greece. The Municipality of Igoumenitsa was established in 2011 ("Kallikratis" Programme) after merging the pre-existing municipalities of Igoumenitsa, Margariti, Parapotamos, Sivota and the Community of Perdika and has a population of 25,709 inhabitants (2021 census). It borders with the Municipalities of Filiates and the Municipalities of Souli, with which it constitutes the Region of Thesprotia, as well as in the wider area with the Municipalities of Parga, Paxos and Corfu.



The Municipality of Igoumenitsa, whose population has increased by 17.4% in the last decade according to the Hellenic Statistical Authority data, is emerging as the west gate of the country and a centre of development with a regional and transnational role.

DEMOGRAPHICS

9.145
residents*
49 res./hectare

48,5%*
49,5%**
51,5%*
50,5%**

Household data
50% 1-2 members
50% 3-5 members

Population by age**
30-39 16%
40-49 14%
50-59 13%

23,2%
average growth
of population*
(1991-2011)

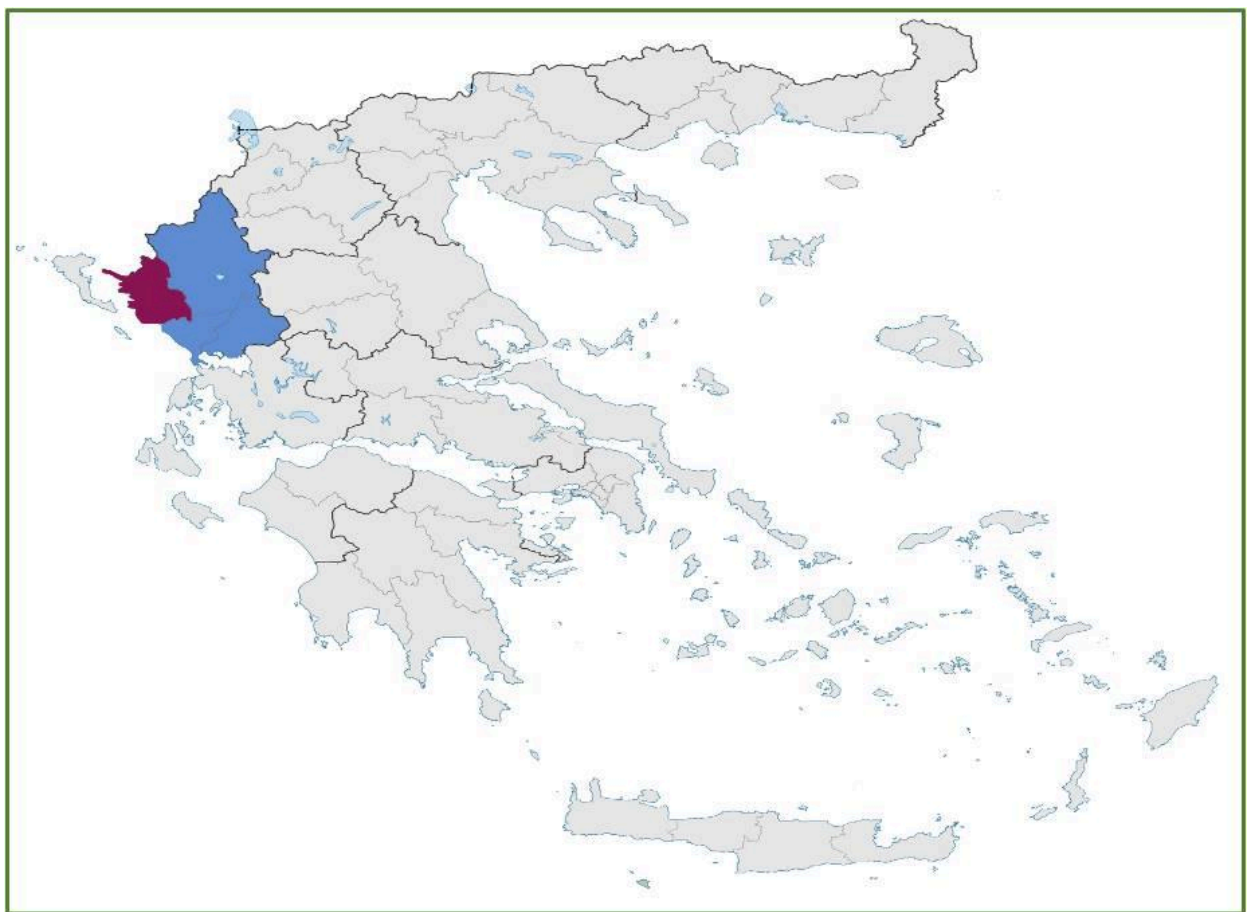
* Data concern the city of Igoumenitsa.
** Data concern the wider area of Igoumenitsa.

The construction of the New Port which currently occupies the second place among the ports of the Greek Territory in passenger traffic has brought an end to the isolation of the area. It is the closest port to Italy with direct connections to Brindisi, Bari, Ancona and Venice. It provides Mooring Services to the liners, Transport Services to passengers and vehicles. A direct road network ("Ionian Road" & "Egnatia Road") connects the city to Athens (480km), with Thessaloniki (327km) and Ioannina (65km). Although Igoumenitsa is located in a geographically strategic point, it has not yet been developed as a touristic centre or as a "destination" point for visitors. The town lacks appropriate infrastructure that could promote the city as an attraction pole; however, the lack of mobility modes alternative to private car is a main weakness of the city. The main challenge of Igoumenitsa is how to become attractive for tourists, reduce the negative impacts of visitors and provide appealing alternatives to private vehicles mobility.

In the broader context, the region that Igoumenitsa is located, the Region of Epirus lies in NW Greece, between the Pindos Mountain range and the Ionian Sea. The Region of Epirus is one of the 13 regions of Greece. It is administratively a secondary governmental organization and is geographically identified with the homonymous department. It occupies an area of 9,203 sq. Km. and its population is 336,856, according to the latest NSSG inventory. Its untouched mountainous mass of Pindos with its great virgin forests, the Dragon Lakes (the mythical mountain lakes) and the untamed slopes provide a plethora of activities (mountaineering, climbing, ski, hiking, mountain biking etc.) in a scenery of singular beauty, as well as the rivers of Epirus which offer other activities such as kayak, rafting, canoeing etc. Arachthos especially, is considered as one of the most beautiful and challenging rivers for kayaking, while Voidomatis runs through the impressive gorge of Vikos.



The Regional Unit of (RU) Thesprotia, with a population of 46 000, is one of the more sparsely populated regional units of Greece. Thesprotia is one of the regional units of Greece. It is part of the Epirus region. Its capital and largest town is Igoumenitsa. Thesprotia is named after the Thesprotians, an ancient Greek tribe that inhabited the region in antiquity. The economy of the RU area is mostly based on livestock farming and agriculture; it mainly produces citrus fruits, corn, clover, rice and kiwis. The fact that Igoumenitsa has the largest north-western port in the country, in conjunction with the completion and operation of Egnatia Odos, render the RU an entrance point into Greece and a transit centre at European level. The RU of Thesprotia is also home to the Souli of history, the inhabitants of which are famous for their heroism before the start of the Greek War of Independence.



Economy

The Municipality of Igoumenitsa shows drastic changes in the structure of economic activity during the last 10-20 years. In general, the Municipality of Igoumenitsa does not present the typical characteristics of a rural regional municipality, where the majority of the inhabitants are engaged in the primary or secondary sector. The Municipality is differentiated from the typical Greek region, being an urban center with an emphasis on services. The tertiary sector is the dominant production sector and is more related to transport and tourism activities. The emergence of Igoumenitsa as the

western gateway of the country to Western Europe now gives high priority to Igoumenitsa as a development center with an inter-regional and transnational role, in parallel and complementary operation with Ioannina. Due to the geographical location of the Municipality, trade is significantly enhanced through the port of Igoumenitsa and the roads (Egnatia Odos and Ionian Odos). Tourism, despite the peculiarities of the region and the lack of high level infrastructure, is considered an important wealth-producing resource for the region. The tourism industry is constantly developing, being the great advantage for the development of the tertiary sector.


However, we should point out the fact that, as the recent health crisis has shown us, the high dependence on the tourism sector, but also on specific markets, leaves the areas that invest exclusively in them particularly exposed. The longer the epidemiological situation continues, the greater the risk that areas that are heavily dependent on their tourism industry will suffer greater and permanent damage, resulting in permanent job losses and the closure of some businesses. These risks can help to slow down their economic recovery even after the economies "open up".

Employment




According to the official data of Hellenic Statistical Authority, unemployment in the Region of Epirus, in the first quarter of 2020, increased to 17.5%, from 16.7% recorded in the fourth quarter of 2019. It is also higher than the corresponding period last year, which was 16.6%. It should be noted that ELSTAT does not register all the unemployed, due to the "non-formal conditions". Notes that a percentage of the unemployed are registered as "economically inactive", as due to the pandemic, several jobseekers stated that they are not immediately available to work and therefore, according to the definitions of the relevant European Regulation, are classified as economically inactive. It is pointed out that, according to the definition of the unemployed and the economically inactive population, if a person who is not working, is not actively looking for work and is not available to take up work immediately, is not classified as unemployed but in the economically inactive population". If the conditions were "typical", the unemployment rate, both in Epirus and nationwide, could be even higher. Also, the unemployment rate of women is higher than that of men, following the corresponding trend at the national level and the percentage of "young unemployed", ie those who enter the labor market for the first time in search of employment shows an increase.

EMPLOYMENT DATA

2.116 
unemployed persons
in the Municipality
19,4% of the economically
active population,
1.251 men and 865 women

 **61%**
increase of
unemployment
within the
Municipality
(2001-2011)

Economic Sectors

Primary	 ↓ 38%
Secondary	 ↓ 21%
Tertiary	 ↑ 20% (2001-2011)

The economically inactive population reaches the 57,8%.

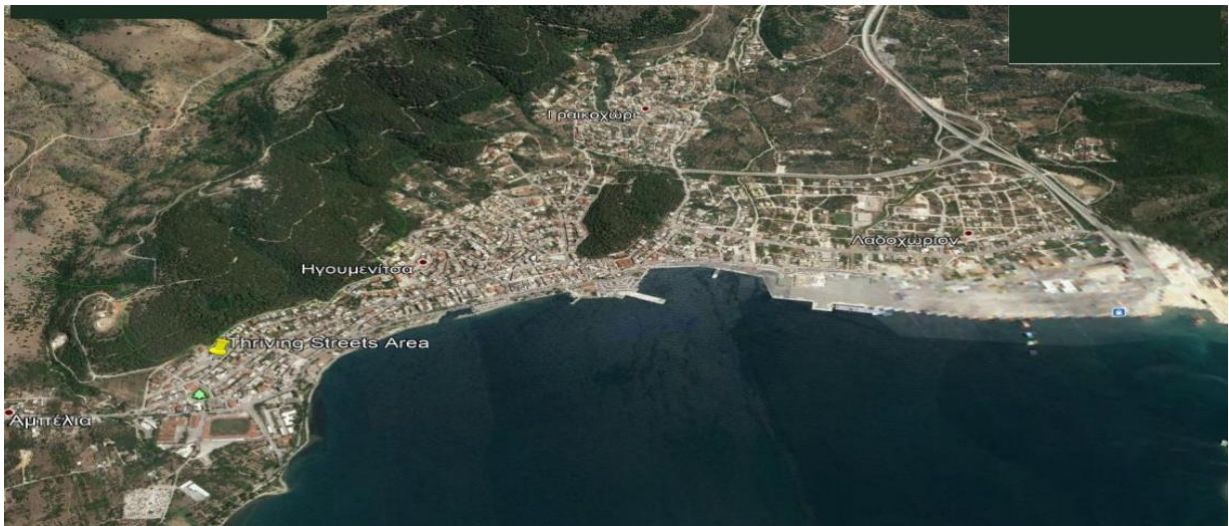
Regarding the Municipality of Igoumenitsa, the trends in the labour market that are recorded, do not differ significantly from those that prevail and are recorded at the regional level. However, it should be noted that the estimates for the levels of employment and unemployment (in the Region but also in our Municipality) underestimate the real unemployment rate. The problem is particularly acute among the "young unemployed", ie those entering the labour market for the first time in search of employment and the forecasts for the next period, mainly due to the health crisis, are particularly ominous.

1.2. Presentation of the Intervention Area and Key Challenges

1.2.1. The Intervention Area

The Pilot Area is composed of both publicly and privately-owned spaces, so that until they are transformed into area with special destinations and permanent activities, Thriving Streets project is the perfect opportunity to turn them into temporary spaces, providing a benefit to the local community. The area is characterized by reduced accessibility due to issues such as:

- Proximity to city center (4km – 7 minutes by car and 30 minutes by walking), and absence of public transit.
- Limited economic opportunities due to lack of investments and development initiatives.
- Vacant and underused outdoor public spaces and abandoned private spaces.



The Pilot Area could be characterized basically as a residential area where the ground floors of the apartment buildings have shops of local scope that today are basically empty and unused. The area tends to be neglected by people who use the urban space, since their commuting is limited only to the absolutely necessary, e.g. to come or leave the place of their residence or the place of work or school. There is no interest in staying or using the common public space outside the buildings. The use of Public Transport and other mild forms of commuting is non-existing, as the use of the private cars has prevailed in all the mobility needs of a household. This fact, over time, drove the commercial and economic interest to the city centre, and out of town where department stores and malls are located, and city neighbourhoods have been abandoned.



In addition, very close to the intervention area there are:

- outdoor sports facilities,
- the suburban forest (grove) and
- the Archaeological Museum.

Since the access to these places is almost exclusively by car, the intervention area does not benefit at all from visitors.

1.2.2. Summary of key challenges

After the initial desk analysis, the discussion with the people in previous consultations, the workshops that took place within the URBACT Local Group (ULG), during engagement activities and one-to-one meetings with stakeholders and residents, we have summarised the main challenges and problems in the area. These can be summarised to the need of increase the area's accessibility and to become attractive for the locals and the tourists.

The area is characterised of reduced accessibility due to issues such as:

- Proximity to city centre (4km – 7 minutes by car and 30 minutes by walking)
- Absence of public transit
- Limited economic opportunities due to lack of investments and development initiatives
- Vacant and underused outdoor public spaces and abandoned private spaces.

During the action of process, the most important problems of the intervention area proved to be the following:

Lack of financial life – rented shops

Businesses are under-operating

Lack of initiatives for business development



Absence of parking spaces due to their occupation by the permanent residents

Absence of pedestrian and bicycle path.

Lack of interconnection of the city centre

Absence of public transport

Absence of a complete tourist plan



Degradation of sports facilities

Abandonment of green spaces as a meeting place of the neighbourhood

1.2.3.SWOT Analysis

One of the most important aspects of the Igoumenitsa's IAP is to provide answers to the problems. A SWOT analysis of the city summarizes the current situation:

 STRENGTHS	<ul style="list-style-type: none">Eliminate Public AdministrationTourism potentialCultural heritagePort of Igoumenitsa
 WEAKNESSES	<ul style="list-style-type: none">Absence of parking spacesAbandoned green spacesNeglected buildingsLack of financial life in the project's areaBusinesses are under-operatingLack of incentives for business developmentAbsence of pedestrian and bicycle path
 OPPORTUNITIES	<ul style="list-style-type: none">Sustainable Urban Mobility Plan - SUMPMunicipal Energy Action Plan - EAPCovenant of MayorsTourism plan of EpirusNew 2021-2027 ESIF programming periodParticipation in European ProjectsNetworking with other Forum and Networks
 THREATS	<ul style="list-style-type: none">Low propension to volunteerismSilos approach to fundingSeasonality in tourism (need to manage sustainable mobility also considering the peak in summer)Pandemic and post-Covid regulations and restrictions

1.3. Focus and Vision

1.3.1. Focus of the Action Plan

The Pilot's Area **Integrated Action Plan IAP** is in-line and directly connected with the broader **Sustainable Urban Mobility Plan - SUMP** of Igoumenitsa Municipality since these two strategic documents are similar and the challenges they try to address are common.

"The urban landscape is defined as 'a space that is appropriated, codified, that has undergone uses, habits, arrangements, that is not above all free and in no case empty'. It is the result of relationships between economic activities, social structures, cultural values, and the natural background that changes over time. It is a dynamic space with the human perpetrator and the affected, not the spectator, the creator, socially and less directly individually. The urban landscape is in this sense, a mirror of the evolution of the city, the form and transformation of its space".



The City of Igoumenitsa focuses on the creation of a well-organized bicycle network, paths for pedestrians and cyclists, on the creation of safety measures for urban cycling, and on the increase of spaces for physical exercise and infrastructures for vulnerable users. Moreover, will focus on the promotion of the cultural heritage of the area connecting the forest paths and the Cyclope's Cave with the Archaeological Museum which is very close to the area and with the Open Cinema events through the year (especially from May to September) in order to enhance the thematic tourism in the area, as a boost to the local economy in relation with the creation of an Open Market Area for local retails.

The neighbourhood approach will develop tailored policies for sustainable mobility in urban areas, at neighbourhood level, using the URBACT Action Planning methodologies to proactively support the liveability of our City. Together with local stakeholders the city of Igoumenitsa will try to develop a step-by-step intervention plan for the implementation area which complies, and it is a part of **SUMP**. Both Thriving Streets IAP and SUMP, focuses on integrated activities that will upgrade and promote the city mobility, enhance tourism development, and valorise and exploit the cultural and natural capital, protect the environmental, and promote local economy.

The local aim of the **IAP** is to upgrade the quality and traditional character of the area, in order to attract local and foreign visitors and to develop commercial and creative businesses. A green space or a set of such spaces in this area can undoubtedly attract a large number of young residents and tourists by organizing sports and cultural activities. As a result, actions like these strengthen also the encouragement of entrepreneurship (creation of trade uses around the urban greenery).

The greener cities attract more visitors, bring with them retail and leisure expenses, and offer employment and rental opportunities.

1.3.2. Vision

As mentioned above, the **Integrated Action Plan** and the **Sustainable Urban Mobility Plan (SUMP)** of Igoumenitsa Municipality shares the same **vision, goals** and **objectives**. What the City Administration and the Project Team intended to achieve, was to prioritise and adjust the goals and the objectives of the Sustainable Urban Mobility Plan (SUMP) to the pilot area, connecting the challenges that have been identified in the Pilot Area, with the URBACT methodology, the participatory procedures and the lesson learned during the project implementation from other city partners.

SUMP is a strategic plan designed to satisfy the mobility needs of people and businesses in the city and its surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.

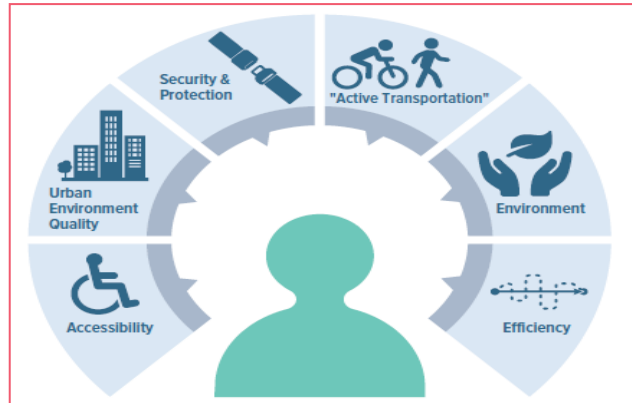
SUMP aims to create an urban transport system by addressing – as a minimum – the following objectives:

- Ensure all citizens are offered transport options that enable access to key destinations and services.
- Improve safety and security.
- Reduce air and noise pollution, greenhouse gas emissions and energy consumption.
- Improve the efficiency and cost-effectiveness of the transportation of persons and goods.
- Contribute to enhancing the attractiveness and quality of the urban environment and urban design for the benefits of citizens, the economy and society as a whole.

Igoumenitsa's SUMP, derived from the basic need of a small city that besides the citizens' daily mobility needs, must also serve thousands of visitors' trips disembarked in its port which connects the inland national area with Ionian Islands and the rest Europe. Igoumenitsa's SUMP, with a 20-year horizon, provides a long-term vision and a clear implementation plan.

The **Thriving Streets Integrated Action**

Plan, just like the City's SUMP, considers residents, visitors, and entrepreneurs as part of the solution for addressing the challenges of the Pilot Area, and it is tailored to people's needs and not a bureaucratic and impersonal city operation framework. IAP takes into account the principles of



integration, participation, and continuous evaluation-monitoring-feedback cycle, meets real needs by providing a long-term vision and a clear step by-step implementation plan. Together with local stakeholders the city of Igoumenitsa will try to develop a step-by-step a transformation plan for the implementation area which focuses on integrated interventions and commonly designed and agreed activities aiming at the use of the culture and nature reserve, environmental protection, and the promotion of the local economy by taking using the potential of the cultural and natural capital. In the city of Igoumenitsa there are bike lanes that promote gentle forms of transportation and significantly improve the quality of life. As alternatives to urban regeneration and aesthetic upgrades, they serve the logic of reducing space for cars and increasing space for humans.

The Municipality of Igoumenitsa, faithful to the principles of Sustainable Urban Mobility, envisions to create a thriving neighbourhood, full of economic life and cultural activities, with well-organized bicycle network and pedestrian paths, where residents and visitors can enjoy the public space.



IGOUMENITSA

A DESTINATION CITY, A CITY YOU CHOOSE TO LIVE

12 to 41%
reduction of average
travel time (private cars)



13,9 to 14,8 km
total length of walking paths



20 to 50
chargers for
electric vehicles



220 controlled parking places
within the city center



67% CO reduction



THE CITY'S
TARGETS
FOR THE FUTURE
(2018-2038)



50 to 150
shared bicycles



22% Increase of trips
carried out by public transport and
alternative transport modes



14 to 23+ km
total length
of bicycle paths



150 to 250
parking places
for bicycle

1.4. Description of the Planning Process

1.4.1. Presentation of the ULG

A multi-stakeholder group brought together all relevant local people and organisations, interested in or related to a chosen policy challenge. These stakeholders were engaged to collaborate and to participate in the design, development and implementation of local urban policies representing a variety of voices. A multi-stakeholder group set up with members involved in the process right from the beginning of a project implementation. The project team intended to build a competent ULG having a different mix of local stakeholders involved in the group, inviting representatives from:

- different departments within the local administration,
- elected people responsible for the different policy areas connected to the challenge being addressed,
- beneficiaries of the policies
- third sector, NGOs, social enterprises,
- different tiers of government in the relevant policy area (neighborhood, city),
- the private sector,
- business community.

URBACT LOCAL GROUP MEMBERS

- **Economic**

Chamber of Thesprotia

- **Social**

Social Welfare Department of the Municipality of Igoumenitsa

"Storgi" Parents Association of kids with disabilities

Gymnastic Clubs of Igoumenitsa (Volley Club, Tennis Club, Basketball Club)

Mountaineering Association

- **Environmental**

Environmental Association of Thesprotia

Sustainable Mobility

Cycling Clubs

- **Tourism and Culture**

"Rena Kotsiou" Cultural & Social Association,

Cinema Club of Igoumenitsa,

Ephorate of Greek Antiquities of Thesprotia – Archaeological Museum of Igoumenitsa

- **Education**

Association of Parents and Guardians of the 3rd Primary School of Igoumenitsa,

Teachers' Association of the 2nd High School of Igoumenitsa,

Association of Parents and Guardians of the 2nd High School of Igoumenitsa,

- **Civil society**

Fire Department

The development and validation of each step is then a collective undertaking, designed to strengthen partner commitment and to increase the prospect of sustainable delivery. ULG will use the URBACT framework and methods to design integrated urban policies and strategies and to strengthen the capacity of local stakeholders to develop and manage the delivery of efficient policies.

1.4.2. The stages of the dialogue with the ULG

Due to the pandemic of Covid-19 we weren't allowed to organize any open meeting with the Stakeholders apart from virtual online meetings. In February 2020, during the meeting of another project in URBACT, we discussed with the Stakeholders the idea, the scope and the goals of Thriving Streets Project. They all accepted to participate also in this project and to give us their feedback for the actions we want to implement.

Later on, due to the Covid situation we discussed with one-to-one stakeholders via Skype meetings about their ideas, concerning the revitalization of the "Thriving Streets Area" in Igoumenitsa. We received a feedback from mostly all of them and the Small Scale Actions Plan was developed. In the beginning we presented to them the current situation of the area and discussed of the key challenges we can count on to achieve the best result.



During the second week of February 2022, the Project Team organized an on-the-spot meeting with the Stakeholders and residents. In this meeting the actions proposed presented to the Stakeholders, as well as the actions that could be implemented with low cost and would have a result in the frame of the project, according to their comments and suggestions during the online and one-to-one virtual meetings. In this meeting the Small-Scale Actions presented and with their assistance and their volunteering work, we were able to implement some interventions on the sidewalks, on the road, on public spaces so to optimize the urban environment and make safer the access to the schools for the students.



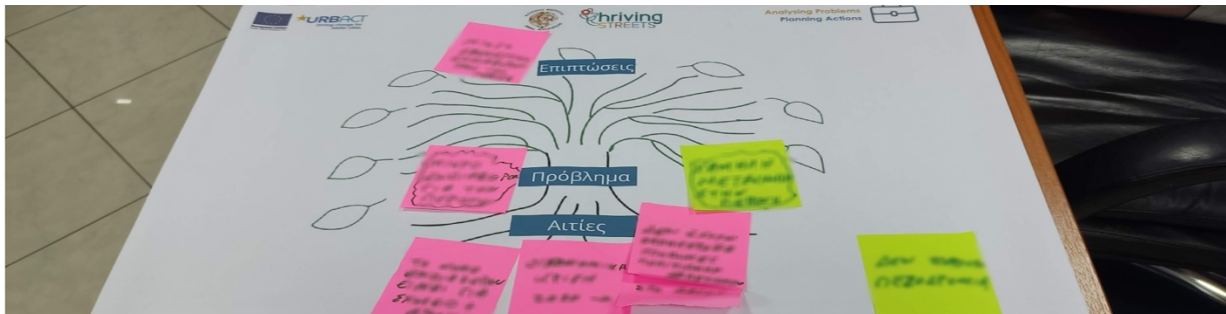
In the next stage, after the completion of the cooperation contract with an external Local Expert to support the Project team to the organization and coordination of URBACT Local Group, five face-to-face meetings with the members of ULG were organized.

The meetings took place during July and were both Thematic with the participation of specific organizations depending on the content of the discussion, as well as General ones for the best possible cooperation between the ULG members and with the Project team. During the live meetings, URBACT program tools and methodologies were used, to activate the participants, to promote cooperation and to co-create and co-design the actions of the IAP. The tools mostly used were the Problem Tree Canva and the Problem and Solution Table, as well as brainstorming and collaboration techniques. During the last meeting, a draft of the Final Phase of the Integrated Action Plan was presented by the project team and the Local expert to the ULG members, so they have an overall picture of the actions included, of the Specific Objectives in which these actions are planned, as well as of the measures and actions that the Municipality of Igoumenitsa will take for their implementation, both until the end of the project and after the end of eligibility period.



It should be noted that throughout the meetings, the main concern of the project team and the local expert was not only to extract ideas and suggestions from ULG members, but also how they will be integrated into the Pilot Area, so that these suggestions respond precisely to the needs and peculiarities and particularities that the area has and how they address the challenges and problems identified. In addition, one of the primary purposes was to ensure the participation of the members

and the organisation of the ULG in the next implementation phase, so to ensure the viability of the actions after the end of the Thriving Streets project eligibility period.



Some of the activities that were discussed during the live meetings, will be included in the Communication and Publicity context of the project during September 2022, and will be integrated into the activities and events that the Municipality of Igoumenitsa traditionally organizes during the European Mobility Week. The active participation of the school community of the city but especially of the pilot area is foreseen, the residents and users of the intervention area expected to play a vital role, but also Civil Society Organizations from the city will present their activities in the target area.



A website of the project was created, linked to the main website of the City of Igoumenitsa, where we are going to upload all the videos from other Cities and Partners presented during the webinars from the beginning of the Project. This will help our Stakeholders to have a clearer idea about the actions we are going to implement and their impact to our citizens quality of life and the revitalization of the area.



1.4.3. Transnational activities and inspirations from partner cities

The experiences exchanged between the cities, and the training seminars held during the project, enabled the Municipality of Igoumenitsa to acquire important knowledge in the field of participatory planning, management of Local Support Group, Coordination and co-decision with stakeholders, and how to adapt the good practices presented to its own intervention area and to promote economic development. The municipality has gained insight into the experiences and practices of other cities, which has contributed significantly to a better understanding of the problems of the intervention area.

Transnational activities and events

Event	Date	Brief description	Benefits for the IAP of Igoumenitsa
Liberec (Czech Republic) - RetailLink		Action planning tables - good IAP practice	Competencies and Knowledge Implementing Tools
Thematic Learning Event "Streets for All"	22/07/2021	Greener, Closer, Smarter – Experiences from the Civitas Sunrise project Budapest, Zugló	Competencies and Knowledge Administrative capacity Implementing Tools Inspirational Demo
Thematic Learning Event "Streets for All"	22/07/2021	BARCELONA Pilot Lab - More accessible and inclusive mobility solutions	Competencies and Knowledge Implementing Tools Inspirational Demo

Inspirations from partner cities

Partner city	Date	Brief description	Benefits for the IAP of Igoumenitsa
Nova Gorica	14-15/04/2021	Sustainable mobility & Wine festival in Vipava Valley	Inspirational Demo: Other outdoor events for all (e.g. festivals).
	14-15/04/2021	Square for People	Inspirational Demo
Antwerp	26/11/2020	Antwerp Deurne walkthrough video	Competencies and Knowledge Implementing Tools Inspirational Demo

1.4.4. Small scale actions

Since it was impossible for us due to Covid 19 to set up our small-scale actions as we had planned, in the frame of European Mobility Week 2020 we created a “Parklet” in front of the entrance of the elementary school in the intervention area.












Unfortunately, from the first day, we did not have the acceptance of it either from the parents of students or the teachers of the school and the citizens and we removed it. Probably it failed due to the lack of communication of our actions to the public or the denial of some people to accept something new.

There were also various issues of a legal nature in relation to the installation of the Parklet in the specific area, issues related to its location, slight obstruction of the movement of cars and pedestrians.

As a result, the installation was removed from the area and the evaluation of its short operation was taken into consideration for the planning of the actions that were finally included in the Integrated Action Plan.

2. Action Plan

The Action Plan is the result of an integrated, co-production journey that the project team conducted with the active participation of the URBACT Local Group members. They were involved in this process right from the beginning and the final document is the coherent expression of a plurality of voices. The co-production is the best guarantee for an integrated approach and increases the chances of successful implementation. Moreover, the IAP ensures that stakeholders fully support its content and can make final amendments before it goes public. Below is a visual graphic of the engagement.

Stage	Process / Activities / Methods	ULG Role	Resources	Risks
 Context	Transform the project's area to an attractive and lively neighbourhood	Open Consultation	<ul style="list-style-type: none"> Municipality's budget Sponsors 	Lack of Sponsors
 Problems	Covid 19: Delays in the implementation, e.g. meetings with stakeholders – organization of the ULG members <i>Have in mind the 5 Whys Technique problem framing/solving method</i>	Proposal - Decisions	<ul style="list-style-type: none"> Municipality's budget Sponsors 	Lack of Sponsors
 Vision	Stimulate the accessibility using sustainable means of transport in the areas around the local schools on the north part of the city.	Organization of the Meetings	URBACT III - Project	-----
 Objective	Develop civil society and revitalize the Local Economy Use URBACT Tools to define objectives – "Problem tree"	Development of Actions	<ul style="list-style-type: none"> Municipality's budget Sponsors 	-----
 Ideas	<ul style="list-style-type: none"> Safe walking routes Parklets Open air cinema 	Implementation of the Ideas and proposals	<ul style="list-style-type: none"> Municipality's budget Sponsors 	-----
 Actions	Creation of a well-organized bicycle network, paths for pedestrians and cyclists, developing safety measures for urban cycling, and increase the amount of space for physical exercise and infrastructures for vulnerable users.	Organization of the meetings of the Members	URBACT III - Project	Lack of participation
 Test	<ol style="list-style-type: none"> European Mobility Week 2021 (September) Start of new schooling period 	Organization of the meetings of the Members		Lack of participation
 Refine	Reforming of the Actions and planning in a more efficient way in case problems will be identified Proposals and Ideas of the ULG Members	Organization of the meetings of the Members		Lack of participation
 Draft	Collect all ideas of the ULG members and stakeholders to create a draft IAP by understanding the actions, how they fit together and how they will lead us to the results we want. Use URBACT planning tools that are based on SMART Principles – "Action Table"	Organize a ULG meeting to present and discuss the proposed Plan of Action and Timeline		

2.1. Specific Objectives and Strategy

Igoumenitsa's IAP focuses on three main Specific Objectives intending to Boost the local Economy, to enhance and improve Sustainable Mobility and connectivity and to

SO1 Boost to the local economy

The IAP focuses on unique characteristics and resources of the Pilot Area as well as the inclusion of a variety of local actors, in an approach on long-term development. It includes goals for better attractiveness of the area using various events and activities, measures to enhance competitiveness on tourism, and tailored support to business and new start-ups and ventures in the target area

SO2 Connectivity – Sustainable Mobility

Mobility and connectivity can be powerful catalysts for sustainable development and thus, IAP foresees number of activities to nurture innovation, to mobilize local stakeholders and capitalize on the potential of sustainability in the intervention area. Promotion of Sustainable Mobility to residents and especially the school community, Extension of Public Transport including the pilot Area, and Creation of a Greener City is among the flagship initiatives that will be included in IAP

Finally, the Specific Objective 3 **“Access for all”** will make sure that the area and the facilities are accessible for everyone according to the European Practices and Regulations.

2.2. Proposed actions

Action tables

Specific objective	SO1 Boost to the local economy			
Action	Cost of intervention	Resources	Responsible body and partners	Timescale (From-to)
A) Better attractiveness to the events and the area.				
A.1 Outdoor (free) cinema: during the summer months.	€2.000	Volunteering Associations & Municipality	Clubs & Associations	2022 – 2025
A.2 Other outdoor events for all (e.g. school festivals).	€0-3.000 /event	Volunteering Associations & Municipality	Municipality, Schools, Clubs & Associations	2022 – 2025
A.3 Large Scale Graffiti in school	€2.000	School & Municipality	Municipality, Schools,	2022

walls and sports facilities			Clubs & Associations	
B) Tourism competitiveness				
A.4 Connection of the Archaeological Museum and the Urban Forest	€200.000	European Funds Municipality, Region	Municipality, Ephorate of Antiquities	2022 – 2025
A.5 Marking the mountain path and its entrance	€50.000	European Funds Municipality, Region	Municipality, Clubs & Associations	2022 – 2025
A.6 Creation of a starting/meeting point and an info point for climbers or walkers in front of the urban forest	€20.000	European Funds Municipality, Region	Municipality, Clubs & Associations	2022 – 2025
A.7 Organization of regular (annual, monthly) sports festivals (tournaments, etc.)	TBD	Municipality, Region	Municipality, Clubs & Associations	2022 – 2025
C) Tailored support to business and startups in the target area				
A.8 Development and creation of new businesses in the region	TBD	Private sector & Support by: European Funds Municipality, Region, Ministry of Economics	Chamber of Commerce Thesprotia	2022 – 2025

Specific objective	SO2 Connectivity – Sustainable Mobility			
Action	Cost of intervention	Resources	Responsible body and partners	Timescale (From-to)
A) Promotion of Sustainable Mobility				
A1.Extension of the Bike Road	€150.000	European Funds Municipality, Region, Ministry of Environment	Municipality	2023 - 2025

A2.Interventions on the sidewalks	€250.000	European Funds Municipality, Region, Ministry of Environment	Municipality	2022 – 2025
A3.Day without car	€0-3.000	European Funds Municipality	Municipality	2022 – 2025
A4.Extension of the Pedestrian Road	€300.000	European Funds Municipality, Region, Ministry of Environment	Municipality	2023 – 2025
A5.Interventions on the road	€200.000	European Funds Municipality, Region, Ministry of Environment	Municipality	2022 – 2025
A6.Reorganization of parking spaces	€100.000	European Funds Municipality	Municipality	2022 – 2025
B) Extension of Public Transport				
A7.Extension of public transport	TBD	Public Transport Company & Municipality (national funds)	Public Transport Company & Municipality	2024 - 2030
C) Creation of a Greener City				
A8. Adoption of green areas form Citizens and volunteers	Without cost	Volunteering Associations & Municipality	Municipality, Volunteering Associations	2022 – 2025
A9. Improvement and promotion of sports facilities	€150.000	European Funds Municipality, Region	Municipality, Volunteering Associations, Clubs & Associations	2022 – 2025
A10. Civil Society Organisations Festival in the Intervention area	€5.000	Volunteering Associations & Municipality	Municipality, NGOs & Associations	2022

Specific objective	SO3 Access for all			
Action	Cost of intervention	Resources	Responsible body and partners	Timescale (From-to)
A1. Improvement and promotion of sports facilities accessible for all	€100.000	European Funds Municipality, Region, Ministry of Environment,	Municipality, Clubs & Associations	2022 – 2025

		Associations of Disabled People		
--	--	---------------------------------	--	--

The above-mentioned costs of interventions related to public expenditures from the Municipality, are provisional and subject of validation and confirmation, depending on the availability of funds, and legal procedures and public procurements foreseen, by National legislation.

2.3.Summary and Gantt Chart

ACTIVITY	2022/S1	2022/S2	2023/S1	2023/S2	2024/S1	2024/S2	2025/S1	2025/S2
S01-A1								
S01-A2								
S01-A3								
S01-A4								
S01-A5								
S01-A6								
S01-A7								
S01-A8								
S02-A1								
S02-A2								
S02-A3								
S02-A4								
S02-A5								
S02-A6								
S02-A7								
S02-A8								
S02-A9								
S02-A10								
S03-A1								

3. Implementation Framework

3.1. Framework for the delivery of the IAP

Up to now, throughout the implementation of the project, the integrated action plan has been organized, coordinated, elaborated, and partially implemented by an interdisciplinary Working Team set up within the Municipality of Igoumenitsa. The Working Team consists of specialized executives from various departments, directorates, and Municipal services, coordinated by a Project Manager coming from the Independent Municipal Department of European projects. Executives from the planning department, the finance department and the relevant technical services also participated. After addressing and overcoming some administrative delays at a Ministry level, the project team also proceeded to external assistance from a technical consultant, specialized in Project Management, EU projects implementation, stakeholder management, and planning.

Important and essential for the finalization of the current Action Plan, was the assistance and active participation of the URBACT Local Group, which together with the project team, configured, measured and adapted the activities proposed in the Action Plan according to the real needs of the pilot area and with the knowledge they have as the main users of the neighborhood. By that, the Work Team followed a bottom-up approach methodology, based on co-decision and the co-creation of the Action Plan

For the following period, during which the implementation of the actions and interventions agreed in this Integrated Action Plan is foreseen, the main responsibility for the implementation lies with the responsible Departments and the City Officials and Policy-Makers on the part of the Municipality. When needed, the actions and the interventions that will take place, will be included in the operational and strategic documents and strategies of the Municipality, and the officials will follow the legal procedures for municipal decision-making process, and for the allocation of the budget required.

3.2. Resourcing and Funding

Concerning the financial resources needed for the implementation of the actions foreseen, this will be achieved either from the regular Municipal Budget, or by using various financial means from Ministries and Regions under the National Strategic Reference Framework (NSRF), as well as other state funding instruments and schemes that finance medium and large-scale projects.

It is also planned to use funding from other European Programs and initiatives, since the Municipality has significant experience and a dedicated department for finding and implementing relevant projects. EU Financial Programs from which additional use of resources may be possible, are expected to be the following:

- URBACT IV
- INTERREG GREECE ITALY 2021-2027
- INTERREG GREECE ALBANIA 2021 -2027
- INTERREG Euro-MED
- INTERREG ADRION 2021-2027
- INTERREG EUROPE 2021-2027

There are also resources from private initiative through sponsorships, donations, funding in the context of social corporate responsibility of large companies, as well as financing in kind.

At the same time, the contribution from cultural institutions, NGOs and other Civil Society Organisations that are active in the area and in the wider territory, as well as the residents and the school community, who are expected to contribute to the implementation of certain soft actions that do not necessarily have financial nature, but they are necessary for the integrated implementation of the action plan and the promotion of the area, according to the objectives and long-term objectives of the action plan and the municipality of Igoumenitsa.

3.3. Monitoring framework

Specific objective	Results	Indicator	Baseline value	Target value	Source of information
SO1 Boost to the local economy	Better attractiveness the events and the area.	Number of attendees to events	0	100	Event and cultural organizers
	Tourism competitiveness	Presences (at least one-night accomodation in Igoumenitsa)		+15%	Chamber of Commerce
	Tailored support to business and startups in the target area	Distributed incentives or Number of supported companies	15	+15%	Chamber of commerce Thesprotia

SO2 Connectivity – Sustainable Mobility	Promotion of Sustainable Mobility	Total length of bike and walking paths in the area	0	+5km	Municipality
	Extension of Public Transport	Increase of trips carried out by public transport	2%	8%	Public Transport Company S.A.
	Creation of a Greener City	Square meters of green areas accessible to residents and tourists	25%	65%	Environmental Agency/Municipality
SO3 Access for all	Make the area and the facilities accessible for all	Number of ramps Number of disabled users	0 0	10 20	Municipality

3.4. Overview and analysis of risks

Risk assessment table

RISK	Probability	Impact	Mitigation Plan
Financing Not Achieved	Medium	High	<ul style="list-style-type: none"> - Search for alternative source of financing - Implement part of the Activities - Extend the implementation period
Local Support Group not active after the project closure	Low	Medium	<ul style="list-style-type: none"> - Update the composition of the ULG - Re-engage the ULG
Delays in the implementation of relevant infrastructures	Medium	Medium	<ul style="list-style-type: none"> - Reconsider and re-order the implementation of the activities, in a way of not interfering with the delays in infrastructures. - Careful preparation of the infrastructures so the risk of delays will be reduced

COVID 19 Limitations and health protection measures may cause delays in activities in open and crowded spaces	High	Medium	- Change the implementation of the activities in order to comply with the legal framework and protect public health
Disagreements from residents for implementation of some activities	Medium	Medium	- Public consultations will be conducted so to achieve consensus
Changes in the City Administration	Medium	Medium	- Discussions with the new administration to adopt the IAP as a binding document

Annex 1 Description of the actions

SO1 Boost to the local economy

Title of the action	Description of the action
A1 Outdoor (free) cinema: during the summer months.	Have outdoor (free) cinema events in open space, during the summer months to attract citizens in the area.
A2 Other outdoor events for all (e.g. school festivals).	Organization of school events and other events in the area (festivals, sport events, bazaars, concerts etc)
A3 Connection of the Archaeological Museum and the Urban Forest	Connection of the Archaeological Museum with the intervention area, the mountaineering route and Cyclops' cave: extension of bike road, intervention in sidewalks – creation of Info Point outside of the Archaeological Museum. <i>2nd option(low cost): Signs on the route, maps and online information.</i>
A4 Marking the mountain path and its entrance	In cooperation with Hellenic Federation of Mountaineering & Climbing the trail will be marked with special signs used to mark the trails with letters and symbols for identification (stations, shelters, deserted churches, sights, etc.)
A5 Creation of a starting/meeting point and an info point for climbers or walkers in front of the urban forest	Creation of a starting/meeting point and an info point for climbers or walkers in entrance of mountain path of the urban forest.
A6 Organization of regular (annual, monthly) sports festivals (tournaments, etc.)	The aim is to organize events (festivals or sport ventsand tournaments) on an annual or monthly basis in order to attract people to the area
A7 Development and creation of new businesses in the region	To provide incentives for the creation and development of new businesses in the region and to give financial impetus

SO2 Connectivity – Sustainable Mobility

Title of the action	Description of the action
A1 Extension of the Bike Road	Creation of a bicycle path along Kyprou Street and its connection with the school units and the area of the sports facilities in the area.
A2 Interventions on the sidewalks	Interventions on the sidewalks, on the road, on public spaces so to optimize the urban environment, integration of communal and public spaces (connection with Museum – Municipal Stadium – existing network of bicycle paths)

A3 Day without car	Hold a Car-Free Day event by closing one or more streets to traffic, and instead opening them to pedestrians, cyclists and public transport, preferably happen on 22 September .
A4 Extension of the Pedestrian Road	
A5 Interventions on the road	Interventions on the road. Updating of road marking (30km area, light traffic road).
A6 Reorganization of parking spaces	Reorganization of parking spaces for use by both permanent residents and customers of the stores. Delimitation the existing parking spaces with the necessary marking
A7 Extension of public transport	Creation of an urban bus line connecting the area with the center with electric buses as proposed in the SUMP
A8 Adoption of green areas form Citizens and volunteers	Adoption of open spaces from businesses, organizations, clubs, churches, schools, and individuals to volunteer their time (individuals or groups) to make them greener: plants, maintenance, remove litter.
A9 Improvement and promotion of sports facilities	Improvement and promotion of sports facilities (basketball, volleyball and tennis courts). Utilization of the remaining space for other sports activities (e.g. skate).

SO3 Access for all

Title of the action	Description of the action
Improvement and promotion of sports facilities accessible for all	Make the area and the facilities accessible for all designed appropriately with ramps etc

Annex 2 Description of the actions

Below we describe some action from each of the 3 specific object groups of actions.

SO1 Boost to the local economy

Title of the action	A1 Outdoor cinema
Description of the action	Outdoor (free) cinema: during the summer months.
Objective	Boost to the local economy
Estimated impact	Better attractiveness of the events and the area.
Stakeholders	Volunteering Associations, Municipality, Clubs
Financial resources needed	Volunteering Associations, Municipality
Funding	
Timing	2022-2023
Responsible	Clubs & Associations
Pitfalls	
Eventual counter-measures	

Title of the action	A3 Connection of the Archaeological Museum and the Urban Forest
Description of the action	Connection of the Archaeological Museum with the intervention area, the mountaineering route and Cyclops' cave: extension of bike road, intervention in sidewalks – creation of Info Point outside of the Archaeological Museum. <i>2nd option(low cost): Signs on the route, maps and online information.</i>
Objective	Boost to the local economy
Estimated impact	Tourism competitiveness
Stakeholders	Ephorate of Antiquities, Archaeological Museum of Igoumenitsa, Volunteering Associations, Municipality, Mountaineering Association, Environmental Association of Thesprotia
Financial resources needed	European funds, Municipality, Region
Funding	200.000,00€
Timing	2022-2025
Responsible	Ephorate of Antiquities - Municipality
Pitfalls	
Eventual counter-measures	

SO2 Connectivity – Sustainable Mobility

Title of the action	A2 Interventions on the sidewalks
Description of the action	Interventions on the sidewalks, on the road, on public spaces so to optimize the urban environment, integration of communal and public spaces (connection with Museum – Municipal Stadium – existing network of bicycle paths).
Objective	Connectivity – Sustainable Mobility
Estimated impact	Promotion of Sustainable Mobility
Stakeholders	Social Welfare Department of the Municipality of Igoumenitsa, “Storgi” Parents Association of kids with disabilities, Environmental Association of Thesprotia, Association of Parents and Guardians of local schools, Municipality
Financial resources needed	European funds, Municipality, Region, Ministry of Environment
Funding	To be estimated
Timing	2022-2025
Responsible	Municipality
Pitfalls	
Eventual counter-measures	

Title of the action	A9 Improvement and promotion of sports facilities
Description of the action	Improvement and promotion of sports facilities (basketball, volleyball and tennis courts). Utilization of the remaining space for other sports activities (e.g. skate).
Objective	Connectivity – Sustainable Mobility
Estimated impact	Creation of a Greener City
Stakeholders	Municipality, Volunteering Associations, Clubs & Associations
Financial resources needed	European funds, Municipality, Region
Funding	50.000€
Timing	2022-2025
Responsible	Municipality, Clubs & Associations
Pitfalls	
Eventual counter-measures	

SO3 Access for all

Title of the action	Improvement and promotion of sports facilities accessible for all
Description of the action	Make the area and the facilities accessible for all designed appropriately with ramps etc.
Objective	Access for all
Estimated impact	Access for all
Stakeholders	Municipality, Volunteering Associations, Clubs & Associations
Financial resources needed	European Funds, Municipality, Region, Ministry of Environment, Associations of Disabled People
Funding	To be estimated
Timing	2022-2025
Responsible	Municipality, Clubs & Associations
Pitfalls	
Eventual counter-measures	