RiConnect Integrated Action Plan

FROM CAMP TO PARK
RECONNECTING A FORMER MILITARY CAMP

Thessaloniki, Greece

June 2022

Major Development Agency Thessaloniki (MDAT)

camp-to-park
KODRA

URBACT RiConnect
Integrated Action Plan

From Camp to Park
Reconnecting a former
military camp

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Brief

The central theme of Thessaloniki's IAP is under the concept of "Re-coding Urban Voids".Urban voids are these areas in a city, whose functions have not yet been decided upon conclusively. These may be reserved areas, abandoned land such as ex-military camps, distance spaces, vacant buildings, unused properties. The urban wastelands consist valuable urban terrains, where the metropolitan cities can invest in their sustainable future.

Within this framework, the Thessaloniki RiConnect Project aims to develop a strategic action plan of how to re-engage a large functionless area, Kodra ex-millitary camp and to reconnect it with the urban tissue, in local and metropolitan level. The aim is to develop a model reconnection strategy applicable to all the former military camps in Thessaloniki, as there are 15 similar sites remaining as wastelands. Due to their spontaneous vegetation and the growing natural ecosystem, the camps occupy a special place in the range of semi-natural spaces in the metropolitan area of the city.

Kodra Camp-to-Park: Thessaloniki IAP focuses to the former Military Camp of Kodra within the administrative borders of the Kalamaria Municipality, having as goal to regain the waste land and reconnect it to the urban fabric, in three spatial levels of interventions: local, supra local, and metropolitan.
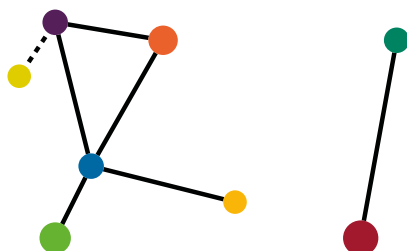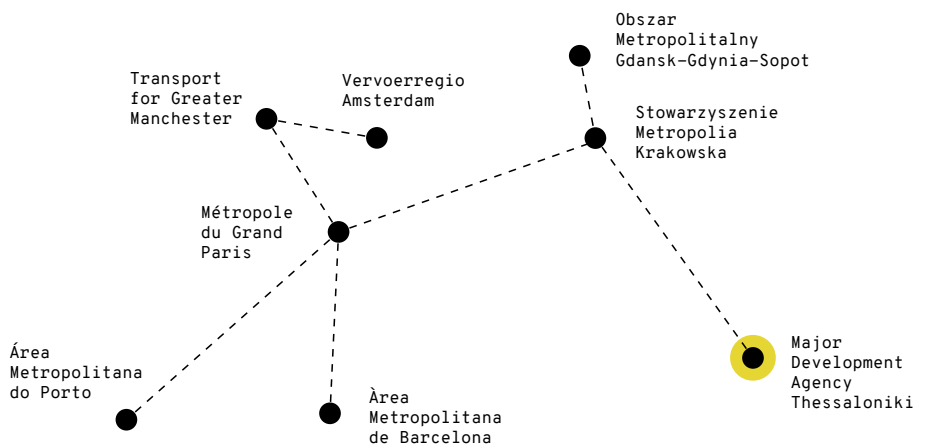
RiCONNECT
RETHINKING INFRASTRUCTURE

On the network

RiConnect is a network of eight metropolises whose purpose is to rethink, transform and integrate mobility infrastructures in order to reconnect people, neighbourhoods, cities and natural spaces.

We will develop planning strategies, processes, instruments and partnerships to foster public transport and active mobility, reduce externalities and social segregation and unlock opportunities for urban regeneration.

Our long-term vision is a more sustainable, equitable and attractive metropolis for everyone. It is an URBACT project and is co-financed by the European Regional Development Fund.

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1. General description

1.1

Thessaloniki Metropolitan Area

The Greater Thessaloniki Area, spanning 112km2, is situated in the South-East Europe. Thessaloniki is the seat of the Region of Central Macedonia with more than half of the region's population.The city sprawls around an arc of coastline at the top of the Thermaic Gulf. A major spatial characteristic of the city's metropolitan area is the extent and multifunctional coastal line connecting the various urban activities, most of them of regional and national importance, such as the Axios River Delta, the Thessaloniki Port and the SKG Airport.

Thessaloniki is the second-largest city in Greece. Nowadays, the population of the urban agglomeration of Thessaloniki is 0,8 million people; according to demographic prognosis in a typical scenario, the community may face population decline and ageing population by 2050. Thessaloniki gathers 39% of the inhabitants of the urban agglomeration. The six remaining municipalities collect the 61%, with an average of 85.000 inhabitants per municipality.

Image 1: Thessaloniki Urban Metropolitan Area
Source: MDAT

Thessaloniki
Urban Metropolitan Area

1.Municipality of Thessaloniki
2.Municipality of Evosmos – Kordelio
3.Municipality of Neapolis –Sykees
4.Municipality of Pavlos Melas
5.Municipality of Amelokipi – Menemeni
6.Municipality of Kalamaria
7.Part of Municipality of Pylea – Chortiatis
(administrative unit of Pylea and Panorama)

——— Metropolitan area
——— Municipalities borders

METROPOLITAN
DEVELOPMENT
AGENCY OF
THESSALONIKI S.A.
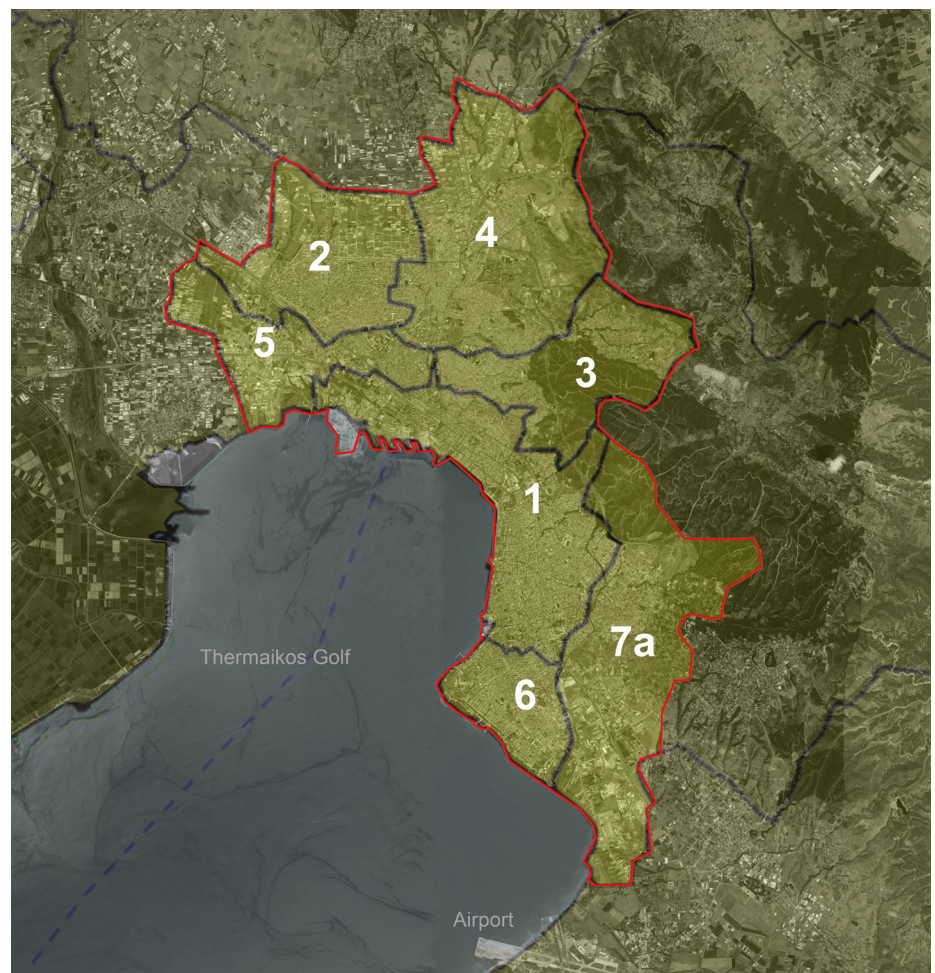
Today, Thessaloniki is a lively, multicultural city that attracts young people, tourists, and international business. The city still focuses on recovering from the global economic depression as well as ongoing environmental changes.

The Official Master Plan of Thessaloniki (Law 1561/1985 FEK 148/ '/6.9.1985) has defined what it is called the Urban Agglomeration of Thessaloniki. This area covers part of the County of Thessaloniki, and consists of three main zones:

• The metropolitan centre;

• The urban agglomeration of Thessaloniki, which includes the 7 municipalities: Municipality of Thessaloniki, Municipality of Evosmos– Kordelio, Municipality of Neapolis–Sykes, Municipality of Pavlos Melas, Municipality of Amelokipi–Menemeni, Municipality of Kalamaria and Part of Municipality of Pylea–Chortiatis;

• The peri-urban zone, which includes 4 more municipalities.

Given the geographical and spatial characteristics of the city and the fact that there is no other official document that defines the Thessaloniki Metropolitan Area, we provide, as Metropolitan Area of Thessaloniki in the framework of RiConnect the Urban Agglomeration of Thessaloniki.

1.2

Infrastructure description, mobility model and metropolis challenge

Concerning the existing transport system, the internal and external ring roads along with the city's road network (485Km) constitute the main road transport infrastructure. The city and its visitors are served by the Thessaloniki Port, Makedonia airport and the railway station.

Public transport operates in the Regional Unity of Thessaloniki with several bus lines. Buses run with cars, whereas there are dedicated bus lanes only in the central area. A metro base line with its extension is under construction. Currently, there are 2 million trips every day, an average of 2,4 trips/person day. Our data reflects the mobility pattern of the urban area in comparison with the mobility pattern of the central city of Thessaloniki.

Private transport average is 41% in the urban area and 26% in the city of Thessaloniki. The motorcycle is about 11% in both cases.

Public transport average is 34% in the urban area and 40% in the city of Thessaloniki. active mobility average is 11% in the metropolitan area and 22% in the city of Thessaloniki.

The mobility infrastructure network management in the Metropolis depends on the administrator and owners of the different infrastructures coexisting in the territory.

A key challenge for the contemporary Thessaloniki is to overcome the city's mobility issues either as infrastructure problems or as sustainable mobility habits and culture for the citizens.
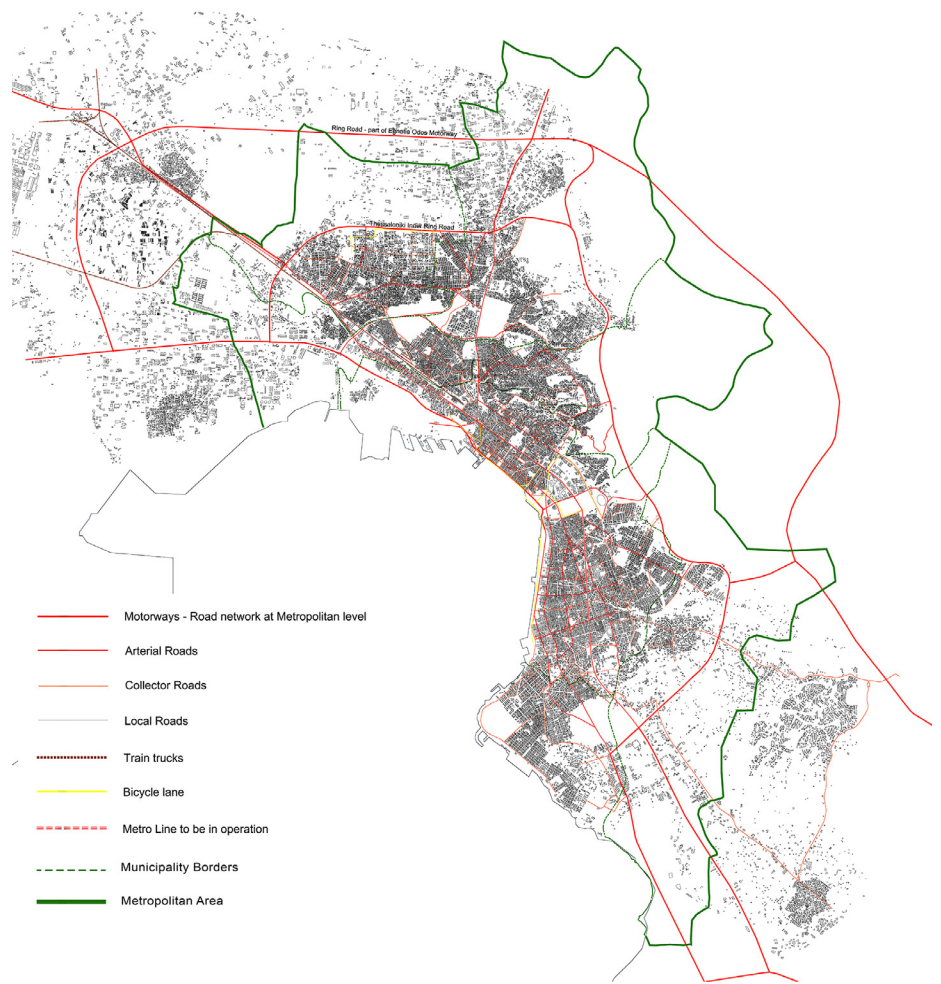
Image 2: Mobility Infrastructure along the Thessaloniki metropolitan area

Source: MDAT

1.3

The Former Military Camps: available land to preserve

Due to the importance of the Thermaic Gulf and its residential advantages, numerous settlements developed around it, starting in the Neolithic Era and the Bronze Age setting the very beginnings of Thessaloniki city. The Romans contributed to the city's rapid growth. The construction of Via Egnatia (146-120 BC), connecting the East to the West part of the Empire, helped elevate Thessaloniki to a major commercial, cultural and military centre.

From the 7th to the 10th centuries, Thessaloniki continued to develop in all ways, often playing a leading role, thus demonstrating its great importance and position. It was the Balkan gateway and once again played a leading role as a centre of military operations.

During World War I, Thessaloniki served as the military operations centre of the Macedonian Front, housing the renowned Armee d'Orient (Army of the Orient), allies of the Entente. English and French military camps sprouted throughout the outskirts of the city.

As a result of the above, today there are 15 terrains of land which used to be military camps and now have been abandoned. Issues regarding the land ownership and the questioning about their urban character, has as result, these former military sites, to lay unused within the urban dense fabric of Thessaloniki's metropolitan area.
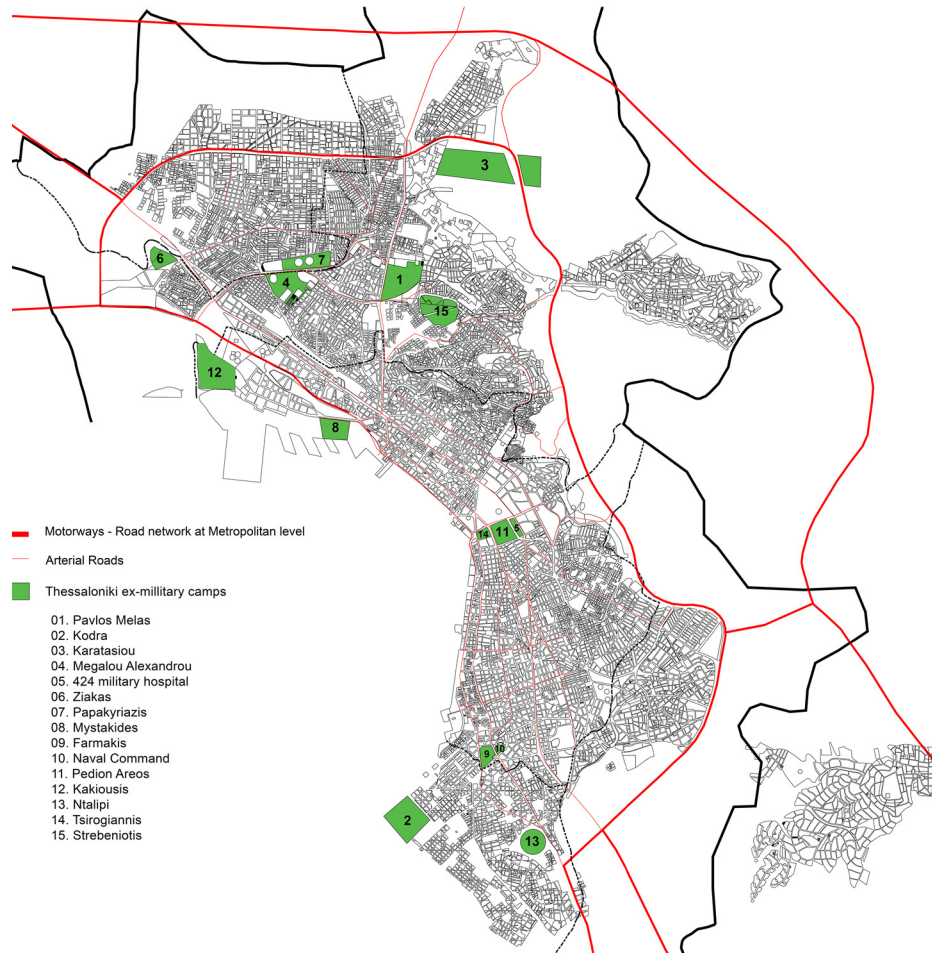
Legend on map:

— Motorways - Road network at Metropolitan level
— Arterial Roads
▪ Thessaloniki ex-millitary camps

01. Pavlos Melas
02. Kodra
03. Karatasiou
04. Megalou Alexandrou
05. 424 military hospital
06. Ziakas
07. Papakyriazis
08. Mystakides
09. Farmakis
10. Naval Command
11. Pedion Areos
12. Kakiousis
13. Ntalipi
14. Tsirogiannis
15. Strebeniotis

Image 3: former military camps in Thessaloniki metropolitan area

Source: MDAT

THE METROPOLITAN CITIES NETWORK RICONNECT AND THE RISE OF AN IDEA

Thessaloniki's current key objective is to alter its mobility model. It is essential to rethink key mobility infrastructure in order to achieve more sustainable mobility in the city. Urban voids, such as the former military camps, are a major asset in facilitating this objective.

Considering the role of these urban voids and the transformation of key mobility infrastructure in their surroundings could generate positive synergies for mobility and urban regeneration, delivering better neighbourhoods.

The former military camps that laying within the dense urban fabric in shape of "islands", allow the development of a series of collective green public spaces connected as an ecosystem network. Natural elements, ecosystem functions, collective activities and green open spaces can find their place between the original landscape and the historical substance.

In the framework of RiConnect project, Thessaloniki aims to develop an Integrated Action Plan for the city's ex-military reserved land, aiming at:

- Aware people and authorities for the overall planning of the former military land not seen separately but as an ecosystem network

- Consider the former military camps as the available land where a network of new collective green spaces can be developed in connection with the city's existing natural resources

- Rise intermunicipal collaborations and projects for green infrastructures and green collective spaces in metropolitan level.

1.4

Re-coding urban voids context and challenges

The central theme of Thessaloniki's IAP is under the concept "Re-coding Urban Voids/recoding functionless areas in the city".

Urban voids are these areas in a city, whose functions have not yet been decided upon conclusively. These may be reserved areas, abandoned land, distance spaces, vacant buildings, unused properties. All these areas do not fulfil any concrete function in the urban system.

The urban wastelands consist valuable urban terrains, where the metropolitan cities can invest in their sustainable future. These wastelands are part of Thessaloniki's urban landscape and everyday life for many city dwellers. They are places for walking, sport activities, playgrounds, places for passing through.

Within this framework, the Thessaloniki RiConnect Project aims to develop a strategic action plan of how to re-engage a large functionless area and to reconnect it with the urban tissue, in local and metropolitan level. The aim is to develop a model reconnection strategy applicable to all the former military camps in Thessaloniki, as there are 15 similar sites remaining as wastelands but also valuable places for urban biodiversity all over the urban metropolitan area. Due to their spontaneous vegetation and the growing natural ecosystem, the camps occupy a special place in the range of semi-natural spaces in the metropolitan area of the city.

Thessaloniki RiConnect project focuses to the Former Military Camp of Kodra (within the administrative borders of the Kalamaria Municipality) having as goal to regain the waste land and reconnect it to the urban fabric, in three spatial levels of interventions:

• Level A – Local, internal interventions, connections and pathways

• Level B – Local, reconnection with the surrounding neighbourhoods

• Level C - Metropolitan, mobility and transportation mean for reconnection in metropolitan level

The Thessaloniki RiConnect project will be in close collaboration with the Municipality of Pavlos Melas trying to incorporate good practices and results of the extent regeneration procedure for the Former Military Camp of Pavlos Melas.

A lack of unique governance and decision making at the metropolitan level makes infrastructure transformation very difficult and is an additional challenge to face. Complicated land ownership legal framework and land ownership conflicts make these processes even more challenging. Enhancing cooperation with local authorities, landowners, research institutions and social actors could pave the way and facilitate the transformation.

2. URBACT Local Group

2.1

Members and stakeholders

Our ULG initially consisted of actors that were identified during the stakeholders' mapping, and then in the middle of the process was populated by additional actors that are considered collectively to be crucial for the development of the IAP and the implementation of the SSA. The ULG is structured on an equal and equitable model, respecting the individual personalities while leaving space for balanced team/community dynamics to grow. ULG coordinator is the MDAT supported by an external expert.

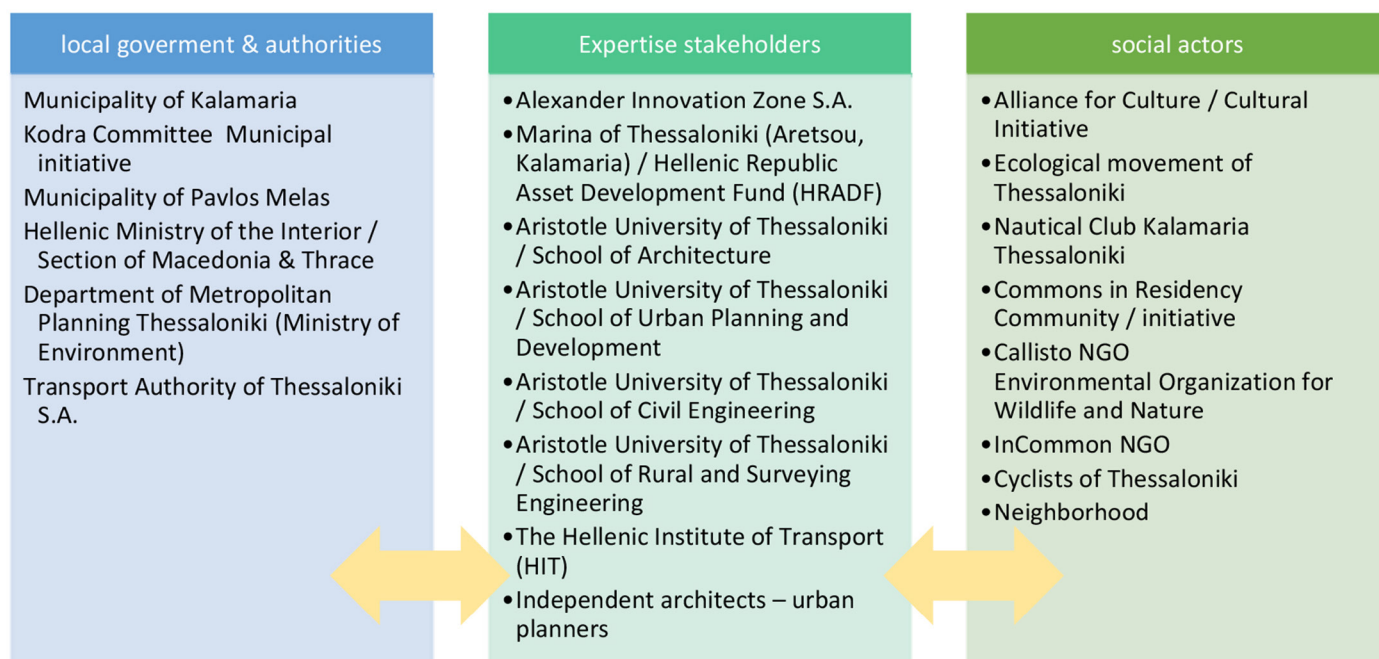We map and select for the ULG, three types of stakeholders' groups

1. Local government & authorities
2. Stakeholders of expertise
3. Social actors, users, and neighbourhood habitants

The overall numbers of stakeholders' engagement include:

- 12 organisations
- 20 representatives
- 72 contact persons

Image 4: Stakeholder scheme
Source: MDAT

local goverment & authorities	Expertise stakeholders	social actors
Municipality of Kalamaria	• Alexander Innovation Zone S.A.	• Alliance for Culture / Cultural Initiative
Kodra Committee Municipal initiative	• Marina of Thessaloniki (Aretsou, Kalamaria) / Hellenic Republic Asset Development Fund (HRADF)	• Ecological movement of Thessaloniki
Municipality of Pavlos Melas	• Aristotle University of Thessaloniki / School of Architecture	• Nautical Club Kalamaria Thessaloniki
Hellenic Ministry of the Interior / Section of Macedonia & Thrace	• Aristotle University of Thessaloniki / School of Urban Planning and Development	• Commons in Residency Community / initiative
Department of Metropolitan Planning Thessaloniki (Ministry of Environment)	• Aristotle University of Thessaloniki / School of Civil Engineering	• Callisto NGO Environmental Organization for Wildlife and Nature
Transport Authority of Thessaloniki S.A.	• Aristotle University of Thessaloniki / School of Rural and Surveying Engineering	• InCommon NGO
	• The Hellenic Institute of Transport (HIT)	• Cyclists of Thessaloniki
	• Independent architects – urban planners	• Neighborhood

2.2

Processes and tools

Our methodological approach is tightly connected to placemaking and community building. Therefore, our meetings have varied in format, scope and final outputs. We have had interactive workshops in closed spaces or virtually, but also field workshops. The whole process consists a co-creative design process, where the insights of every phase and stage feeds the content and format of the next one.

PHASE A - Activation

During the activation phase we concluded the site analysis and the problem analysis by interpreting interviews with main stakeholders. We defined the main stakeholders through stakeholders' analysis and mapping. The Phase A main output was the definition of the emerging topics for our IAP (challenges and potentials).

• Prelude: Break the ice: first step towards the development of a coherent ULG, that would develop into an engaged community.

PHASE B – Planning Actions

Phase B included the planning actions of the main local milestones. Aiming to a highly participatory process, the ULG activity is organised in a way so to give results in the project's milestones (Thessaloniki's IAP road map, draft and final IAP, define and implement of the SSAs).

• Stage 1 - Look at the past, reflect on the present and bring to the future: acquiring common familiarity on what has already been done on the topic and place in the past (previous studies) and how we can use it for the present and future, including the IAP.

• Stage 2 - Assess the place collectively: diving into the assets and potential challenges of the place, while reflecting on the identity of the place.

PHASE C – IAP Implementation

Our implementation phase includes active participation in the Network activities, the ULG coordination, the implementation of the Thessaloniki Final Action Plan both with the planning and design of the Small Scale Actions.

• Stage 3 - Time to ideate!: reflecting on the place assessment and the assets of our community of ULG, this stage included the discussions about the vision, objectives and missions that we would like to express and strategize in order to develop our IAP. What kind of Small Scale Actions can we ideate that would transfer the vision and objectives on the place, following a placemaking approach? Also, how can we bring the rest of the locals to the process of co-creation?

PHASE D - Finale

Phase D included the implementation of the Small-Scale Actions, publication action for the dissemination of the Integrated Action Plan, Local Authorities approval of the IAP, implementation commitments and place management process adaptation.

• Stage 4 - Listen and Fine-tune: having tried out our ideas on the field it was the right time to reflect, evaluate it and fine-tune it in an integrated, cohesive and co-creative way

• Stage 5 - Share and Celebrate!: for the last period we shared the outcome and output of our co-creative process with our surrounding stakeholders and communities, by making series of dissemination and outreach activities planned and initiated by the ULG.

2.3

Engagement strategy

Our methodology is rooted in placemaking, which is a community- and place-driven approach towards integrated urban development. Therefore, the engagement of citizens is an inherent element of our ULG development. We will use different modes of communication to engage with the ULG members, including P2P outreach, we will organise and curate a social media community space (e.g. a FB group), we will use local physical and digital media that are relevant and popular to the ULG members and last, due to the COVID-19 restrictions we will move our outreach activities in the virtual or hybrid spectrum. This would mean that we either develop mini online campaigns, or we develop a series of engagement actions on the physical space that allow for social distancing and individual interaction.

3. IAP Site

3.1

Definition of IAP area

The Former Military Camp of Kodra, a field of approximately 36Ha, is located within the administrative borders of the Municipality of Kalamaria, in the east side of metropolitan city and along the Thessaloniki urban coastal zone. It used to be the largest camp in the Balkans, already since the time of the Turkish occupation.The ex-military camp of Kodra is now an open space of high importance within the dense urban fabric of Thessaloniki due to its position, its archaeological interest and its natural beauty. Specifically, its position is considered very privileged, since it is located across the Government House of Thessaloniki, also known as "Palataki", due to the relationship with the sea, the Marina of Thessaloniki and the city center and due to the fact that it consists one of the few open spaces of a similar size in the Thessaloniki east urban area.

Image 5: Red-line map of the site area (36,00 Ha).

Source: Municipality of Kalamaria Local Plan
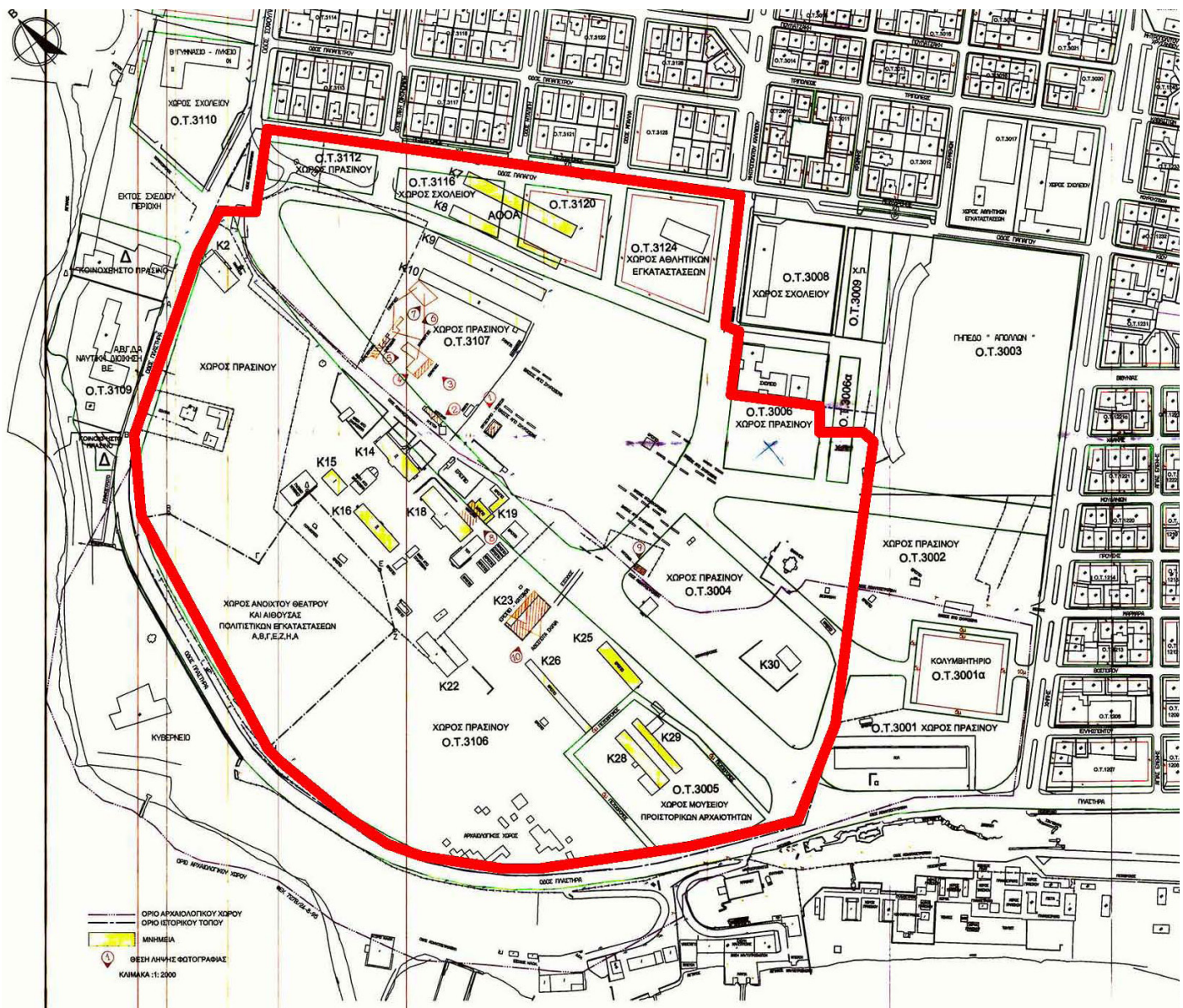
Moreover, its location, along with some other areas of Thessaloniki, such as Kedrinos Lofos (Seikh Su), Papakyriazi camp at the west side, and the coastal zone after the Finikas settlement, participate in a system of metropolitan landmarks and supra-local poles of recreation, sports and cultural functions, which following the strategic planning for the greater metropolitan area of Thessaloniki of the Organisation of Planning Thessaloniki, would consist a complex, in view to beneficiate the entire city.

During the pandemic period the place has been embraced by hundreds of users for various activities.

The buffer zone of the Former Military Camp of Kodra is defined as the area of the Municipality of Kalamaria (6,51km2).

It is a newly developed area, related to the metropolitan centre. The urban grid in the surrounding area of the site, is formed in orthogonal layout and several routes lying at right angles to the coastline, creating favourable environmental and microclimate conditions.

Densities in the Municipality of Kalamaria are relatively high, often exceeding 400 inhabitants/ha.

The municipality is served by a relatively frequent public bus service, however, the very high passenger load factor, especially during peak hours, discourages the use of public transport modes. Other transport problems, which are related to parking, the poor condition of sidewalks, and the lack of an attractive, comprehensive, integrated, and well-designed pedestrian and bicycle network, were also observed during the fieldwork and site analysis.

Image 6: Location of the Former military camp of Kodra in the metropolitan area of Thessaloniki.
Source: MDAT

4. Site Analysis

4.1

Analysis

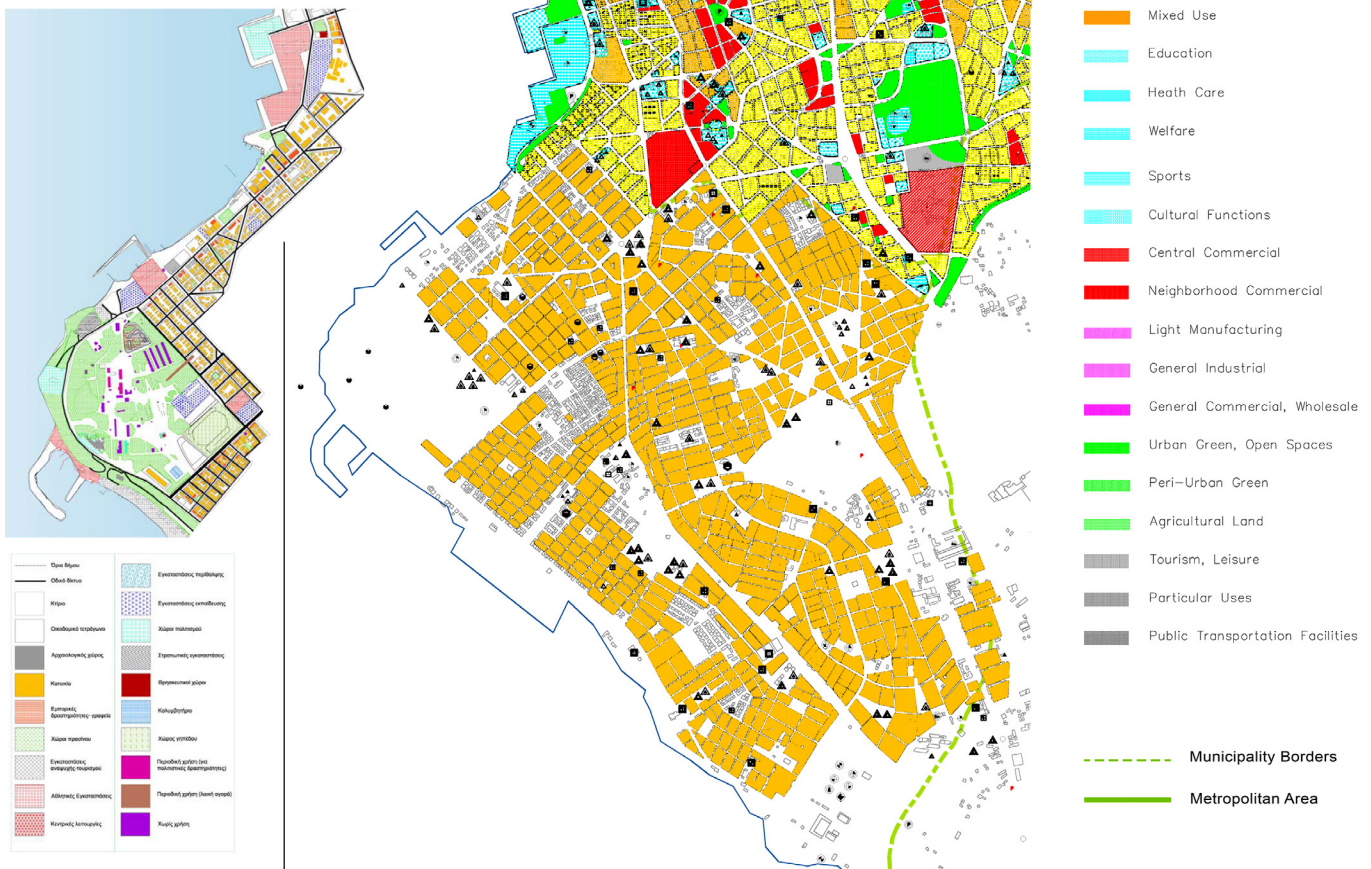The analysis grows attention to the three levels of reference:

- Level A – Local, internal situation of the camp, paths, edges, and internal areas
- Level B – Local, connections with the surrounding neighbourhoods and areas
- Level C – Metropolitan connections, mobility infrastructures

The ex-military camp of Kodra is located within the administrative boundaries of Municipality of Kalamaria, covering 6.4 km2 and housing 91,279 residents. It is the second largest municipality in the metropolitan area of Thessaloniki. Two-thirds of Kalamaria is surrounded by sea, with 6.5 km of attractivecoast-line. The population of Kalamaria has increased rapidly by 12.4% in the last decade, which has been mainly due to the relocation of families from Thessaloniki central areas to suburban areas. The municipality is facing severe environmental pressure due to rapid urbanization.

Image 7: Former military Camp of Kodra - Land uses analysis in macro-level.
Source: MDAT

Land Uses
macro and micro scale

Residential
Mixed Use
Education
Heath Care
Welfare
Sports
Cultural Functions
Central Commercial
Neighborhood Commercial
Light Manufacturing
General Industrial
General Commercial, Wholesale
Urban Green, Open Spaces
Peri−Urban Green
Agricultural Land
Tourism, Leisure
Particular Uses
Public Transportation Facilities

Municipality Borders

Metropolitan Area

The green areas of the municipality of Kalamaria cover 635,800 m2, which account for 9.93% of the municipality's total area.

The surrounding urban area of the ex-military camp covered by residential and mixed residential uses. On the other hand, the ex-military area is located at the edge of the dense urban fabric of Kalamaria, in front of the Thermaic Sea, being part of the continuous seafront area of the metropolitan Thessaloniki.

The area has a good connection with the city centre, although most place visitors use their private cars to reach the area if they are not close. Thessaloniki's only public transportation mean for now is the buss system. Metro is under development and also there are some plans for the development of the Sea Urban Transportation that forecast a sea station in front of the Kodra area.

Metro station is foreseen to be extended to the Municipality of Kalamaria (image 8 – blue line) just after the implementation of the main line (image 8 – red line) that is expected to be completed by the end of 2023. The "Kalamaria Metro Station" of the blue line would support the accessibility to Kodra field as it is located quite close.

The analysis evaluates the internal qualities of the site and the micro-level environment and highlight key such as landscape, environmental qualities, views and green qualities, the materiality of the space, patterns and forms, paths, imageability of site, edges, space clusters, nodes and landmarks (based on Kevin Lynch methodology).

Image 8: Kodra site and the metropolitan public transportation system (existing and planned)
Source: MDAT

Image 9: Former military Camp of Kodra - Urban analysis in micro-level
Source: MDAT

4.2

Emerging topics

The emerging topics for the Kodra site were defined by the project team through various ways:

• By observation and in situ urban analysis

• By interviewing experts, authorities and stakeholders

The Interviews addressed to three types of stakeholders: Local government & authorities (6), Stakeholders of expertise (10) and Social actors (9). The expertise areas include topics such as mobility, urban regeneration, integrating infrastructure (including cultural heritage infrastructures) and ecosystem functions

The analysis of interviews gives us input for the site's emerging topics, the main challenges and potentials. We analysed the interviews' texts where we recorded a series of issues concerning the qualities/features of the site, positive or negative. We evaluated these qualities, in a value scale from 0 to 5, where 0 is the lowest value and 5 is the highest (peak) value. The lowest value features concern the existing site problems and challenges, and the peak value features concern the requested future qualities of the site. There are some existing site qualities that are requested to remain the same in the future, such as the availability of land as open public space, the environmental qualities of place, the location qualities.

Emerging topics	Value (present)	Value (Future)
Availability of urban land	5	5
Location of the site	5	5
Green space	3	5
Quality of public / open space	0	5
Landscape / natural ecosystems	4	4
Safety of place	0	5
Building stock (availability)	5	5
Preservation of Cultural heritage	0	5
Cultural infrastructures	1	5
Local connections / accessibility	0	5
Metropolitan connection	1	4
Seafront area connections	1	5
Cycling and walking (internal)	1	5
Archaeological places / attractions	5	5
Public transportation connections	2	5
Metropolitan identity	1	4

Lowest value: **urgent problems**

> Quality of space (tumbling trash)
> Safety – sense of place safety
> Preservation of historical buildings
> Accessibility issues

Peak value: **requested future site qualities**

> Green space /public space
> Historical building as new infrastructure
> Safety of place
> Connections, place accessibility
> Seafront connection
> Cycling / walking

Image 10: Emerging topics analysis

Source: MDAT

5. Urban Strategy

5.1

Vision of the project

For the Thessaloniki IAP, our overall aim is to study the way in which the "urban voids", including reserve of land, nature and historic buildings, can be reactivated and connected to the city, with new functionality, at a local and metropolitan level. Thus, we put in the center of the discussion the ex-military Camp of Kodra, within the administrative boundaries of the Municipality of Kalamaria.

The unstructured area of the former military camp of Kodra is covered by interesting vegetation, scattered or in clusters. The most important geographical advantage of the place is the excellent view to the Thermaic Gulf. The revised General Urban Plan of the Municipality of Kalamaria characterizes it as an urban green space of supra-local character. The installation of cultural functions is allowed in the 16 former military buildings that have been listed as architectural heritage monuments.

Today, the ex-military Capmp of Kodra is at a breaking point seeking to shape both its local and metropolitan identity. Its redevelopment strategy should manage it as an important natural resource, by proposing an integrated plan that will preserve and highlight the environmental and ecological values of the place, and provide urban, public functions of high qualities through an achievable implementation scenario.

Since 2018, the public property was transferred to the Municipality of Kalamaria under the condition of its utilization as an urban green and recreational area. At the same time, within the total area, there are buildings and properties of third parties and other uses, such as space for an open theater and museum, as well as 16 listed historic buildings designated for cultural reuse. Regarding the planning legal framework, currently is preparing a Local Urban Plan for the ex-military camp, which we believe will rationale several planning ambiguities remaining for years, it will update the area's Street Plan and will clarify legal urban issues so that the ground to be prepared and move on with the studies for the restoration of the historic buildings and the sustainability plan for the place.

Based on the above, the main challenge of the urban strategy for transforming the ex-military Camp of Kodra is the integration of the inputs and experimentations of a direct participatory planning, in the institutional planning process of the area, in order to transform it into a Metropolitan Park. Therefore, the Integrated Action Plan aim to contribute to the development and consolidation of a place identity which will empower all those involved, directly and indirectly, in the design process.

The vision for the Kodra ex-military Camp transformation and regeneration is based on the three pillars of the sustainable development: conservation of natural resources, social equality, economic prosperity, with respect for the historical and cultural heritage of the place and with view to its sustainable future.

A natural, safe, and accessible park for all the residents of the wider area and the Metropolitan area of Thessaloniki, offering multiple services and ecosystem functions.

5.2

Project goals

Our vision for the Kodra Metropolitan Park includes the following specific Goals:

- Goal 1: Create a multifunctional urban public space for all
- Goal 2: Enhancing the sense of place ownership
- Goal 3: Enhance accessibility and connectivity at different scales
- Goal 4: Highlighting the historical identity of the place, adaptable reuse of historical building stock
- Goal 5: Adding ecosystem functions
- Goal 6: Sustainability, circularity and collective place governance

Further than the six specific Goals we have set three horizontal preconditions as follows:

1. Interface and interconnection with the institutional urban planning
2. All the goals will consider the three reference levels the Park / ex-camp: local, supra-local, metropolitan
3. Adaptation of the hardware-software-orgware placemaking model: physical infrastructure - intangible infrastructure - community structures / community building processes
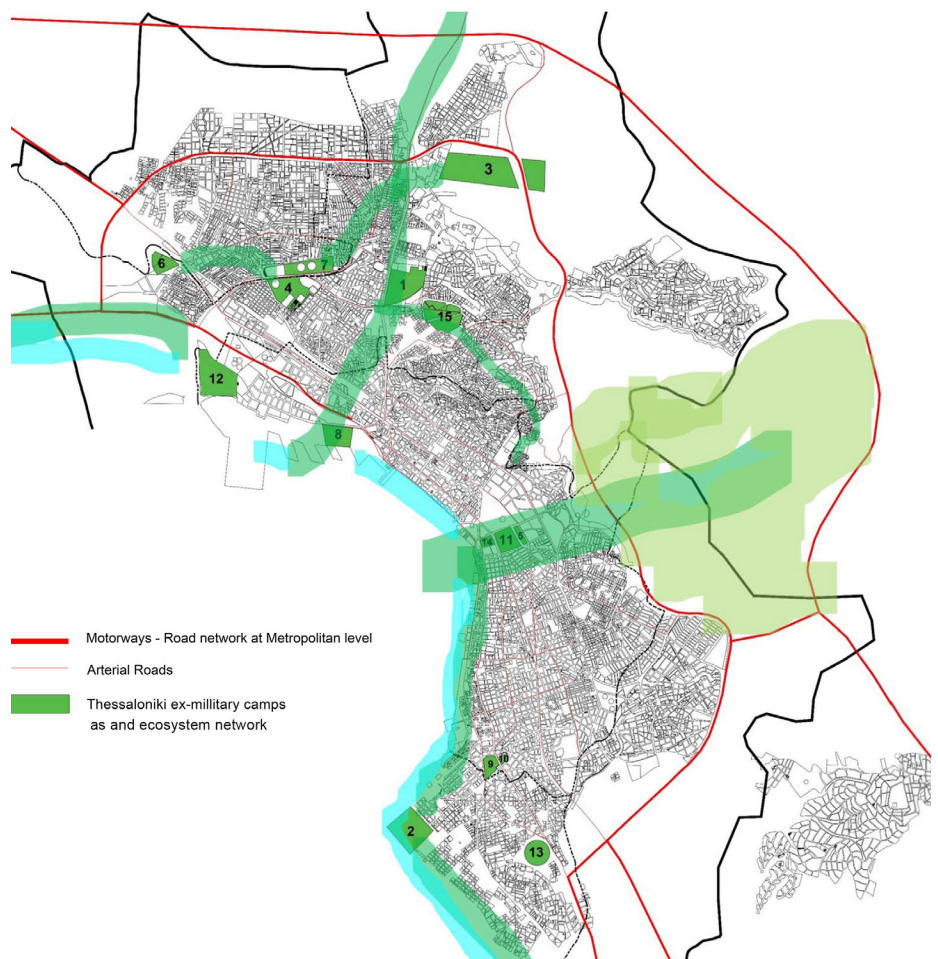
Image 11: Kodra IAP as an awareness plan for revitalising the Thessaloniki's former military camps and connecting them as an urban ecosystem network

Source: MDAT

5.3

Integration of goals and vision into metropolitan vision

In the framework of RiConnect project, Thessaloniki aims to aware the interest of authorities and municipalities for the exploitation of all the city's ex-military reserved land, in a common approach. We aim at:

- Aware people and authorities for the overall planning of the former military land not seen separately but as an ecosystem network
- Consider the former military camps as the available land where a network of new collective green spaces can be developed in connection with the city's existing natural resources
- Rise intermunicipal collaborations and projects for green infrastructures and green collective spaces in metropolitan level.

5.4

Logical framework

The IAP methodology includes the connection of emerging topics with the IAP goals and the action planning. For the implementation process, we have organised the issued topics into four categories, such as:

A.   Urban planning and space programming

B.   Mobility, Accessibility and Connectivity

C.   Place Management issues

D.   Awareness and Integration

The IAP goals aiming to implement the strategic vision, giving answers to the emerging topics derived by the urban analysis, through action planning process. This, is visualised by the below logical framework.
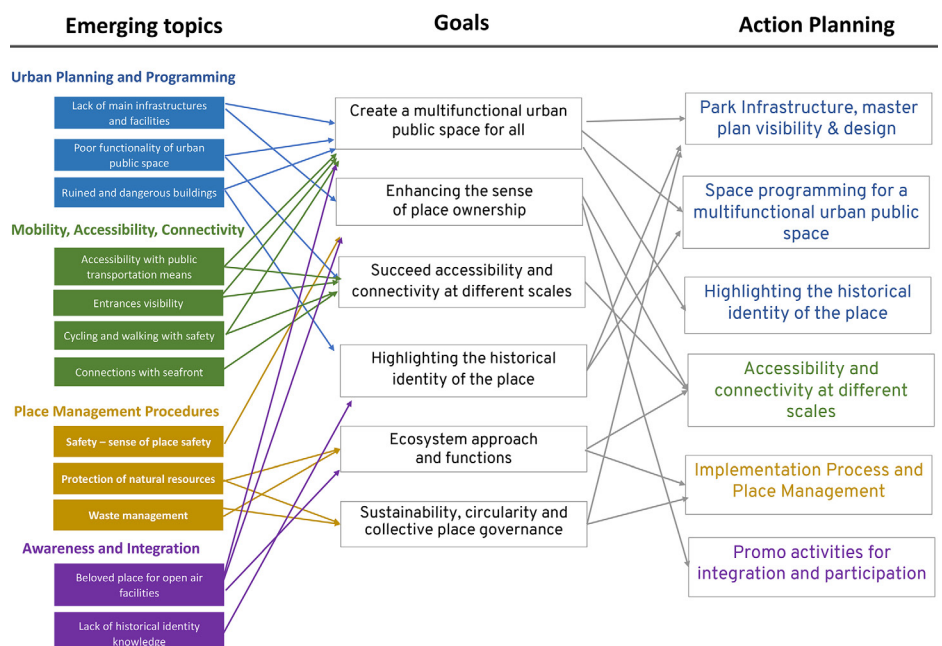
Image 12: Logical framework

Source: MDAT

6. Small Scale Action

6.1

Methodology for the definition of the Small-scale action

In view to proceed the activities for the definition of the small-scale actions to be installed or implemented at the Former military camp Kodra, a two-days Placemaking Game workshop took place with the participation of residents, users, professionals and stakeholders, on 23 and 27 September 2021.The participatory game aimed to transform the camp into a park for the sake of the whole neighbourhood and the metropolitan area of Thessaloniki.

More specifically, the purpose of these two meetings was the joint exploration of the Kodra park and the formulation of a collective vision of the way, in which visitors want to experience its public space and its accessibility, co-deciding together small changes that could bring great results.

Image 13: Place game in situ workshop to define Small Scale Actions

Source: MDAT

The participants worked on the interventions in groups, according to their interest on the theme, identified the strengths and weaknesses of Kodra, with the help of the evaluation form. Each group was given a different area inside Kodra and formulated a short presentation for the rest of the groups, on their field research, their observations, the discussions with visitors of the camp etc.

Charrette workshops are based on the local community in decision-making processes concerning the city space, which is a common environment and should be shaped in the agreement of decision-makers, residents, and other interested parties.

At the second day of the place game workshop, further analysis and conclusion to specific proposals per intervention themes by each group of the participants. Briefly, the results were:

- Deeper team-bonding of ULG members

- Better understanding of RiConnect project by the ULG members

- Deeper knowledge of the Kodra needs

- Further analysis and conclusion to specific proposals per intervention category

The four different intervention themes formed were attractiveness and sense of comfort, accessibility and connectivity, land uses and activities, and socialization.

Image 14: Place game in situ workshop to define Small Scale Actions
Source: MDAT

6.2

Description of the Small-scale action

The proposals were composed highlighting the important interventions to be promoted through the installation or implementation of the small-scale actions within the framework of the project, as following:

1. Definition and upgrade of the main path of the Camp, as a safe route walking and cycling through the area, accessing the points of interest and connecting with the surrounding spots and integration in the active urban fabric. The path is of approximately 800m. length and of a width of 2.8 at least but mainly from 3.75 to 5 m.

- Use horizontal median and edge markings, lines, symbols and messages
- Use of stencils to be designed by the ULG during a "Do It Yourself" festival
- Research for extra sponsorship potential for use of solar-illuminated materials and signs

2. Marking and mapping of the points of interest into the area of the Kodra Camp for the users' information and guidance and also for the connectivity with the surrounding with four wooden signs and through the production and installation of one wooden map.

3. Production and installation of a synthesis of light street furniture for the formulation of a resting area at the most attractive and famous spot of the Camp, to be constructed at the "Do It Yourself" festival, including the following:

- Installation of the main service facilities handmade with environment friendly material
- Development of a nearby flower and botanic garden
- Installation of a cell phone solar usb charger

4. Installation of portable equipment to create circular and recycling spots

5. Formulation of a pet park with specific and low-cost pet facilities

Image 15: Definition of the main path of the Camp, as a safe route, and of the secondary routes of interest

Source: MDAT
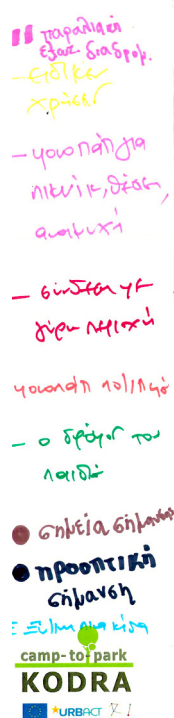
6.3

Execution

Deep diving into the whole idea for the transition of the Camp into a Park and for identifying, planning, and designing in detail the small-scale actions to be installed and implemented, following the priorities' hierarchy of needs at the four different intervention themes, as formed during the Placemaking Game, an Architectural Design Workshop took place on the 25th and the 27th of February 2022 at a very creative co-working space.

Considering that specific small changes can bring great results, we concluded to the designs of the installations and the soft infrastructure to be constructed at the Kodra site.

Image 16: Architectural Design Workshop agenda
Source: MDAT
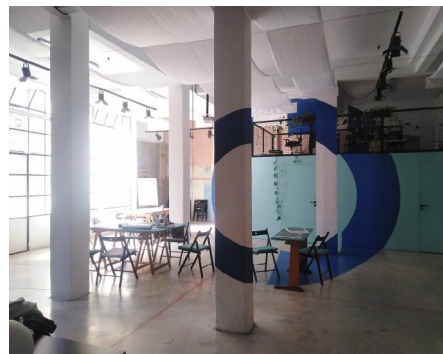
Image 17: Location of implemetnation of the Architectural Design Workshop (Kyklos - InCommOn's Urban Sustainability & Circularity Lab)
Source: MDAT

Image 18: Architectural Design Workshop – Planning in progress
Source: MDAT

περιοχές τοποθέτησης pattern
πύκνωση χρώματος σε περιοχές

χρώμα | ολα

περιοχή εισόδου
κάτοψη

σήμανση μονοπατιού
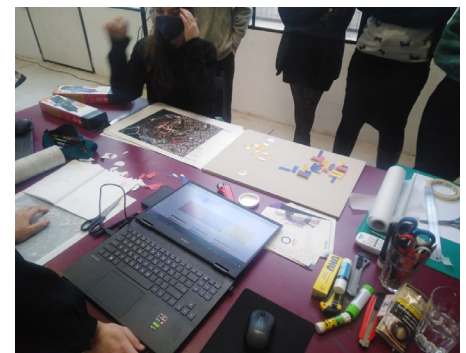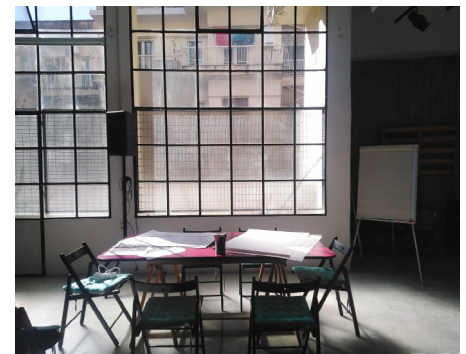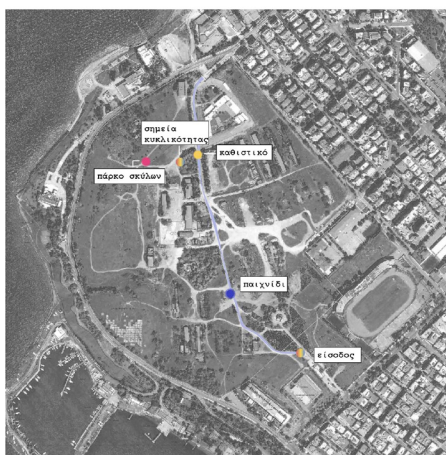
resting area   play spot   pet park
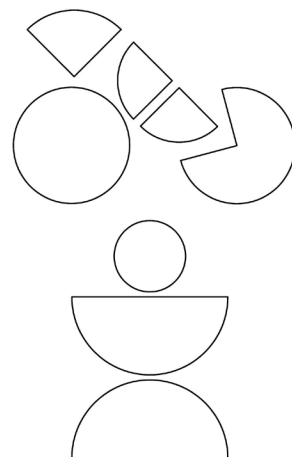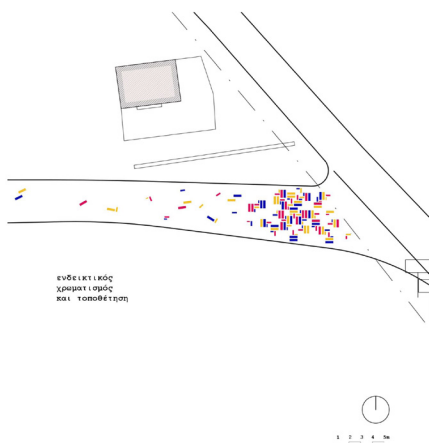
Image 19: Architectural Design Workshop –
Planning in progress
Source: MDAT

ενδεικτικός
χρωματισμός
και τοποθέτηση

Image 20: Pattern implementation at the resting area
Source: MDAT

χρώμα | κίτρινο   περιοχή καθιστικού
κάτοψη

ΚΥΡΩΜΕΝΗ ΔΑΣΙΚΗ ΕΚΤΑΣΗ

ενδεικτικός
χρωματισμός

χρώμα | μπλε   περιοχή παιχνιδιού
κάτοψη

ενδεικτικός
χρωματισμός

χρώμα | κόκκινο   περιοχή πάρκου σκύλων
κάτοψη

ενδεικτικός
χρωματισμός

Image 21: Pattern implementation at the entrance of the
Kodra Camp – use of cycling and walking symbols
Source: MDAT

Image 22: Pattern implementation at the play spot
Source: MDAT

Image 23: Pattern implementation at the pet park
Source: MDAT

The main idea for the definition and upgrade of the main path of the Camp, as a safe route walking and cycling through the area, is to develop a colourful pattern to be installed using stencils, which maps and marks the different points of interest focusing on the main actions performed spontaneously by the Kodra visitors and users into the area for the users' information and guidance.

Therefore, for the most famous uses are being defined the specific zones, resting area, play spot and pet park and this thematic information is including in the definition and the upgrade of the main path, while including and using along the whole path the set-up cycling and walking symbols the comfortable and safe active mobility is promoted.

Image 24: Plans for the installation of resting area - soft equipment
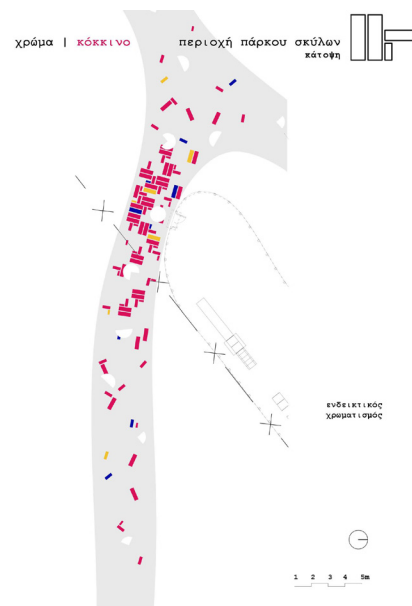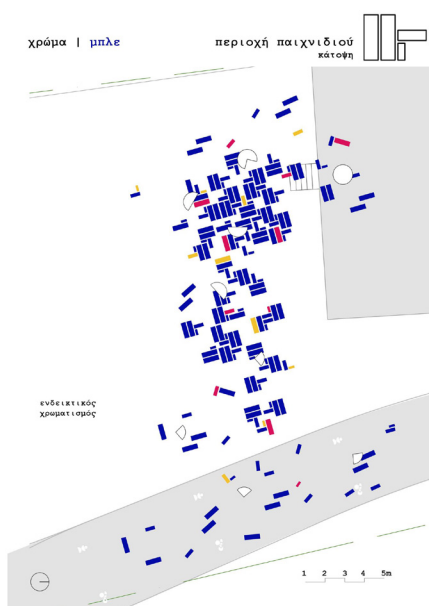Source: MDAT

At the most attractive and famous spot of the Camp, in front of the one of the most important preservable monuments, and given that the surrounding area of high and shadowy trees are offering this opportunity, a resting area is installed and a synthesis of light street is produced handmade, mainly taking use of pallets, and other environment friendly and reused material or soft equipment.

Much from the required infrastructure is collected by the Municipality of Thessaloniki bulky item collection center.

The actions and the soft equipment are developed by the ULG and the users, constructed and installed within a "Do It Yourself" festival, that takes place on Saturday, the 4th of June 2022, taking advantage of the World Environment Day (5th of June), but also the open-air bio-organic food market that is hosted every Saturday inside the Kodra area, and in strong cooperation with the local organic producers, who participate at the Kodra ULG. The event is entitled "Mini Festival" Kodra Camp-to Park.

Image 25: Mini festival Kodra Camp-to-park event poster
Source: MDAT

The main idea for the definition and upgrade of the main path of the Camp, as a safe route walking and cycling through the area, is to develop a colourful pattern to be installed using stencils, which maps and marks the different points of interest focusing on the main actions performed spontaneously by the Kodra visitors and users into the area for the users' information and guidance.

Therefore, for the most famous uses are being defined the specific zones, resting area, play spot and pet park and this thematic information is including in the definition and the upgrade of the main path, while including and using

Image 26: "Mapping Kodra biodiversity" walking tour
Source: MDAT

along the whole path the set-up cycling and walking symbols the comfortable and safe active mobility is promoted.

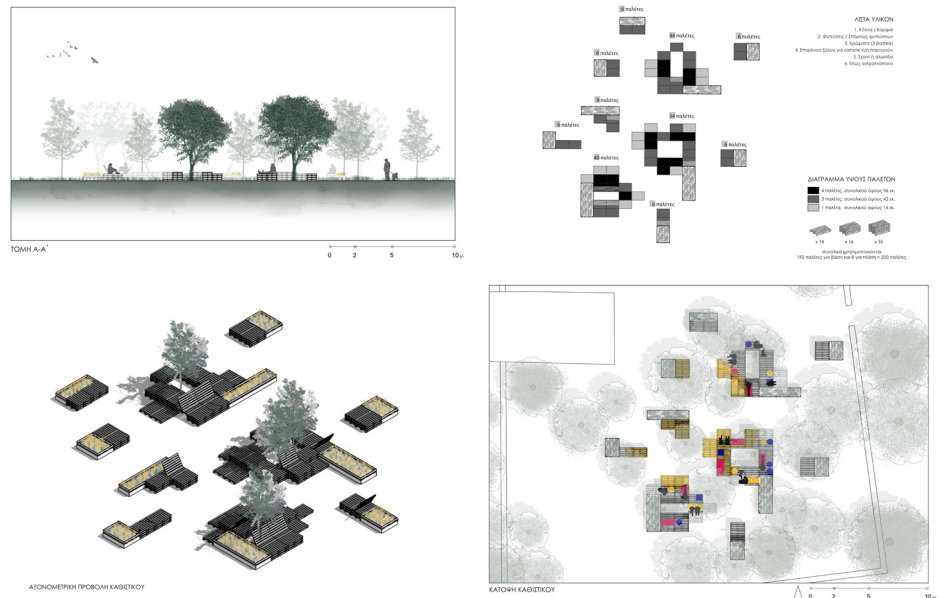At the most attractive and famous spot of the Camp, in front of the one of the most important preservable monuments, and given that the surrounding area of high and shadowy trees are offering this opportunity, a resting area is installed and a synthesis of light street is produced handmade, mainly tak-

Image 27: "Kodra sensory mapping" walking tour
Source: MDAT

ing use of pallets, and other environment friendly and reused material or soft equipment.

Much from the required infrastructure is collected by the Municipality of Thessaloniki bulky item collection center.

6.4

Evaluation of results

The most important and valuable results of the small-scale actions implementation are the acquaintance of the urban community with the Kodra Camp's cultural and natural wealth, but also the consideration of it as an active open green space of metropolitan importance, as well as an upcoming mobility hub.

In this regard, the small-scale actions definition within the participatory workshops and the installations of them at the site are focused on upgrading the infrastructure for walking and cycling safely, as well as the facilities for experiencing the public space and its accessibility (resting area, playing area and pet park).

All the actions included to the small-scale actions' implementation, including the workshops, were embraced by the participants with a lot of passion and interest.

Therefore, taking those actions into consideration by the public authorities will help them optimize their ongoing planning for the transition of the Kodra Camp to an accessible and attractive park of metropolitan scale.

7. Integrated actions

7.0

General summary

Based on the urban analysis results, the emerging topics have been orgnanised in four thematic groups as follows:

URBAN PLANNING AND PROGRAMMING

This group of actions include the issues of urban planning and programming. This is the first and most important step for the concept of "recoding urban voids". This is the procedure to encompass in that process a program, uses and functionalities for the open land, the landscape, the use and reuse of existing build environment, etc.

MOBILITY – ACCESSIBILITY – CONNECTIVITY

These are the group of actions regarding the re-connection of the site in various levels (local, supra-local and metropolitan), improve the accessibility of the place especially with the means of the public transportation, and promote active and sustainable mobility.

PLACE MANAGEMENT PROCEDURE

This group of action provide specific activities for the process of place development, define the ways of its sustainable management, set phases of implementation procedure, and define the funding support tools.

Despite the Greek procedures where the Public (municipality) must be the only actor for the management of green public space, we want to provide here participatory procedures that increase the sense of place ownership and underlying the desire to maximise the effectiveness of the location for its users, whether they are residents, visitors and tourists, investors, property developers or business owners.

AWARENESS AND INTEGRATION

Group of action to increase the general public awareness of the place and provide it new identity in the metropolitan level of city.

Action 1

Park Infrastructure, master plan visibility & design

7.1.1

Current situation

Kodra ex-military camp is currently in a transitional phase. Even though a few urgent interventions were made by the Municipality of Kalamaria (cleaning, remove of stray dogs, ban on cars) and the citizens started to use it as a park, the area does not have any basic urban infrastructure and equipment.

7.1.2

Goals

The main goal of this group of planning actions is to launch the process of design and implementation of the basic elements of the space through a master plan and to solve all the necessary legal / institutional procedures for this.

7.1.3.

Description of action

1. Set the legal framework (Local Urban Plan – Municipality of Kalamaria)
2. Strategic directions for the park visibility, character, and design – RiConnect /MDAT)
3. Identifying the process for the master plan design (open competition, Pavlos Melas model procedure, etc.)
4. Develop brief for the landscape architecture competition
5. Master Plan Design and Implementation of urgent and most needed infrastructures

7.1.4

Lead agency and schedule

Lead Agency: Municipality of Kalamaria
Resources: Municipality budget / Regional funds
Short-term actions (1,2,3),
Mid-term and long-term actions (4-Master Plan design and Implementation).

Action 2

Space programming for a multifunctional urban public space

7.2.1

Current situation

The Kodra metropolitan park, as an important natural resource within the urban environment, imposes a comprehensive and coherent design that concerns both the rational location of the functions and uses, as well as the unified style of the master plan designsynthesis. Therefore, the proposed uses must support both the ecological, functional, and social diversity required. The challenges for the new uses mix should be evaluated:

• in terms of the burden or nuisance that may result in the dominant operation of the space, as an open, public, green space;
• the cost of public investment and maintenance that they may require;
• in terms of the traffic conditions they may allow and the place bearing traffic capacity
• the degree of alteration of the camp 's historical character; and
• as to their relation to the uses of the wider area - compatibility, complementarity

7.2.2

Goals

The main goal is to define the mix of land uses as a green public space of metropolitan importance.

7.2.3

Description of action

1. Set the Legal framework for the legal land uses (Local Urban Plan)
2. Strategic Directions for a mixture of innovative and flexible space programming / set the phases
3. Programming implementation in phases

7.2.4

Lead agency and schedule

Lead Agency: Municipality of Kalamaria and MDAT
Resources: Municipality budget / Regional funds / EU funds
Short-term actions (1,2),
Mid-term and long-term actions (3).

Action 3

Highlighting the historical identity of the place

7.3.1

Current situation

The ex-millitary campKodra camp includes a remarkable building stock of historic buildings, 15 listed historic buildings, in total. In addition, Kodra field is an important historical site with important archaeological excavation inside it.

These, in combination with action 1 and 2, should create a mixture of land uses which have to support the emergence of historical identity both with the modern functionality.

The scenario of reuse of the building stock should include new uses that meet modern needs but also be innovative and inventive in order to shape the new functional identity of the park on a metropolitan scale.

7.3.2

Goals

The main goal of the action group is to highlight the historical identity of the place and the utilization of the available historical / cultural resources to serve the modern functionality of the place.

7.3.3

Description of action

1. Set the legal framework (Local Urban Plan – Municipality of Kalamaria)
2. Strategic Directions for innovative renovation and reuse models for historical building stock and the use of the archaeological places (RiConnect - MDAT)
3. Prepare a feasibility study: Renovation and implementation in phases / define the funding process
4. Organize and implement Calls for Interim uses
5. Implement the renovation and re-use of building stock

7.3.4

Lead agency and schedule

Lead Agency: Municipality of Kalamaria

Resources: Regional funds / EU funds

Short-term actions (1,2,3)

Mid-term and long-term actions (4,5).

Action 4

Accessibility and connectivity at different scales

7.4.1

Current situation

The current situation at the former Kodra camp is considered unfriendly to the users walking and cycling across the area. The existent paths are not maintained, in view to serve the accessibility of the vulnerable users, since the surface is rough, due to the landscape material, while the width of the paths is incontinuous. There is not lighting during the night and there are not specified continuous paths across the area, except for the main route, since it was used by cars until recently. Also there is not signage for the points of interest into the area, nor for the entrances or exits.

The whole situation makes a condition that forms a sense of unsafety to the users, sense of loss and weakness of orientation, while moving around the area. Needless to notice, that people with disabilities cannot really move around with comfort, including family with strollers, even though it turned out that during the Covid-19 pandemy the area was really attractive to be used as an open space by this target group of people.

Finally, inside the site there is absolutely lack of cycling facilities, even if the large area and the landscape make it a very attractive place for such activities (namely, leisure cycling).

Regarding the connectivity with the surrounding area, it seems that until now, residents living around rather avoided to walking through the area, due to the lack of lighting and, therefore, due to the sense of unsafety. Also, the current situation of Themistokli Sofouli Street is a motorized-oriented road axis with poor facilities for its use by people walking or cycling.

Concerning the connectivity with the wider area and the accessibility by public transport, there is a very frequent bus line running around the area, however there are not any additional measures for highlighting the site as a metropolitan place of interest, through its connectivity by public transport, except, of course, from its own attractiveness.

7.4.2

Goals

The goals of the Action is to upgrade the accessibility in the Kodra park for all the visitors, people walking or cycling, with emphasis to the vulnerable users, such as people with movement disabilities or families with strollers, since this is a real need that turned out during the Covid-19 pandemy period.

At the neighborhood level, is highlighted the need of implementation of traffic calming measures at of Themistokli Sofouli Street (surrounding the Kodra Park) and upgrading level of service for walking and cycling access to the site.

Finally, concerning the wider level, the aim is to upgrade the connectivity of the Kodra park with the upgrade of the level and the quality of service of the public transport and with the introducing of new and more attractive transport modes (metro and urban sea transportation), in view to upgrade the identity of the site to an emblematic and metropolitan pole of interest.

7.4.3

Description of action

Level A

- Definition and upgrade of a central path, as a safe route for crossing Kodra Park, access to internal/ inner points of interest
- Emphasis to bike and walkable access
- Walkability, bikability upgrade
- Signage of points of interest within the former Kodra camp with wooden signs and production and location of a map
- Landscape perception for all, familiarity, internal patterns, space clusters

Level B

- New centrality, re-connection, re-engagement, visibility, re-creation of the borders, urban porosity
- Investigation on the offered access with public transport & active mobility (how to reach the park)
- Coordination and direction of efforts to engage the local partners to upgrade the accessibility by public transport (bus service and urban sea transportation - under investigation)
- Traffic calming of Themistokli Sofouli Street (surrounding the Kodra Park) and upgrading level of service for walking and cycling access to the site
- Information signage at the entrances

Level C

- Creation of new metropolitan pole
- Include the park into a metropolitan area - extoversion
- Development of a digital guide for the interconnection between Kodra park and other metropolitan poles and (former) camps
- Coordination and direction of efforts to engage the local partners to promote public transport connection between Kodra Park with other metropolitan poles and (former) camps

7.2.4

Lead agency and schedule

Lead Agency: Municipality of Kalamaria / Transport authority / MDAT

Resources: Municipal funds / National and Regional funds / EU funds

Shortime:

- Accessibility upgrade inside the Kodra park with upgrade of the central path, as a safe route for crossing Kodra Park, access to internal/ inner points of interest
- Signage of points of interest within the former Kodra camp with wooden signs and production and location of a map
- Development of a digital guide for the interconnection between Kodra Park and other metropolitan poles and (former) camps

Midterm:

- Traffic calming of Themistokli Sofouli Street (surrounding the Kodra Park) and upgrading level of service for walking and cycling access to the site
- Upgrade connectivity of the Kodra Park with the upgrade of the level and the quality of service of the bus line serving it and introduction of promotion measures for its highlighting as a metropolitan pole

Long-term:

- Upgrade the connectivity of the Kodra Park with the upgrade of the level and the quality of service of the public transport and with the introducing of new and more attractive transport modes (metro and urban sea transportation), in view to upgrade the identity of the site to an emblematic and metropolitan pole of interest.

Action 5 Implementation Process and Place Management

7.5.1

Current situation

For the management of the social, environmental, and economic challenges and obligations arising from the Kodra revitalisation and transformation to a metropolitan park, the operation of a management scheme will play an essential role. The institutional framework, the legislative provisions, the governing bodies, the organization chart and the required resources should be sought.

7.5.2

Goals

The main goals are:

- To activate public participation (local community, groups, associations, non-profit organizations, etc.) in the entire procedure of revitalisation and the place management procedure

- To organise the implementation phases and the financial resources (distribution of financial revenues, prioritization of needs, maximum possible benefits, etc.).

7.5.3

Description of action

1. Develop a participatory management scheme to support the entire procedure of development and implementation
2. Develop an overall implementation management plan for the place, providing implementation phases and the funding process of the entire process
3. Define a waste management plan based on a strong sustainable concept (such as no-plastic policy / Recycling, etc)
4. Define and develop a water management plan and nature-based solutions
5. Develop a monitoring evaluation system using indicators (monitoring the achievement of objectives, evaluation, feedback of management stages, etc.).

7.5.4

Lead agency and schedule

Lead Agency: Municipality of Kalamaria / MDAT+ULG key members
Resources: Municipal funds / National and Regional funds / EU funds
Short term action (1) / Mid-term actions (2,3, and 4, 5)

Action 6   Promo activities for integration and participation

7.6.1

Current situation

A few years ago, Kodra site was one of the cultural landmarks of the city because of a well-known and successful modern art festival organised there. Action Field Kodra was an annual visual arts festival that took place at the former military camp within the years 2004-2008 and was very successful with a lot of visitors. The event stopped because of the bad condition of the buildings that host the event.

Years after, the Kodra location is remained in the city's map as a cultural and modern art location and has to activated again with new activity and festivities.

7.6.2

Goals

The main goal of the Action is to raise awareness for the place and gain the participation of the public

7.6.3

Description of action

1. Develop a digital info guide to rase awareness for all the ex-military camps of Thessaloniki metropolitan area
2. Organise a placemaking event and other insitu festivities (DIY festival for the SSA)
3. Create podcasts and story-telling promotional actions (i.e for archaeological site and other Kodra places)

7.6.4

Lead agency and schedule

Lead Agency: MDAT+ULG key members
Resources: EU funds – RiConnect
Short-term actions (1,2,3)

8. Implementation strategy

The implementation strategy of Thessaloniki's RiConnect IAP was setup by the project team in close collaboration with the Municipality of Kalamaria and the ULG members. For the IAP implementation strategy process, the team has used the useful URBACT III toolbox for detailed planning actions, implementing resourcing, and for measuring and evaluation of results.

8.1

Indicators and monitoring strategy

The monitoring strategy is very important to track and assess the results of the interventions throughout the life of the IAP. It is a living document that should be referred to and updated on a regular basis.

The strategy that we follow during the implementation of the Kodra IAP planning, is to create an initial plan by defining basic monitoring indicators per action. This will help municipality staff decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated both to the project stakeholders and the citizens and internally among staff members for program improvement.

Although, we believe that there is a need for development of a most detailed monitoring and evaluation plan (M&E Plan), thus, we included as an activity to be implemented during the IAP implementation process both with the development of an overall implementation management plan (activity 5.2. / end of 2023).

Furthermore, the project team, proceed the signature of an MoU among the Municipality of Kalamaria and the ULG members and/or other stakeholders aiming to build a multilevel and participatory consulting body during the implementation period of Kodra transformation from Camp to Park. This participatory scheme will also support Municipality in terms of monitoring and evaluation.

8.2

Project prioritization, Gantt chart and milestones

Thessaloniki's IAP for regenerated and reconnecting the Kodra former military camp includes in priority the implementation of needed feasibility, strategic and technical studies for implement the most urgent infrastructures. Thus, the Kodra IAP implementation horizon has been set at 2026, although, for the implementation of some infrastructures this may be extended up to 2030.

ACTIONS AND ACTIVITIES	TIMELINE / SIX-MONTHS PERIODS			
	<2023	2024	2025	2026>
ACTION 1. Park Infrastructure, master plan visibility & design				
1.1. Set the legal framework (Local Urban Plan)	*			
1.2. Strategic directions for the park visibility, character, and design	▮			
1.3. Identifying the process for the master plan design	▮			
1.4. Develop brief for the landscape architecture competition		▮▮	*	
1.5. General Master Plan Design and Implementation of urgent and most needed infrastructures			▮	▮ *
ACTION 2. Space programming for a multifunctional urban public space				
2.1 Set the Legal framework for the legal land uses (Local Urban Plan)	▮			
2.2 Strategic Directions for a mixture of innovative and flexible space programming	*			
2.3 Park programming / strategic and business plan	▮			
Action 3. Highlighting the historical identity of the place				
3.1 Set the legal framework (Local Urban Plan)	▮			
3.2 Strategic Directions for innovative renovation and reuse models for historical building stock and the use of the archaeological places	▮			
3.3 Feasibility study for building renovation works in phases and funding process		*		
3.4 Organize and implement calls for Interim uses		▮▮		
3.5 Renovation works and re-use of building stock			▮	▮
Action 4. Accessibility and connectivity at different scales				
4.1. Level A actions and infrastructures		▮	▮▮	▮
4.2. Level B actions and infrastructures		▮	▮▮	▮
4.3. Level C actions and infrastructures		▮	▮▮	▮
Action 5. Implementation Process and Place Management				
5.1. Develop a participatory management scheme to support the entire implementation procedure		▮		
5.2. Develop the implementation management plan		▮		
5.3. Develop a waste management plan		▮		
5.4. Define and develop a water management plan and nature-based solutions		▮		
5.5. Develop a detailed monitoring & evaluation system			*	
Action 6. Promo activities for integration and participation				
6.1. Develop a digital info guide to rase awareness for the ex-military camps in metropolitan area	▮			
6.2. Insitu promotional festivities	▮			
6.3. Podcasts and story-telling promotional actions	▮			

Legend

Implementation period	▮ (light blue)
Action Plan milestones	*
Activity that may be exceed the referred implementation period	▮ (dark blue)

Milestones

- Set the legal framework -Local Urban Plan (Activity 1.1 / 1st six-month period of 2023)

- Develop brief for the landscape architecture competition (Activity 1.4 / end of 2024)

- General Master Plan Design and Implementation of urgent and most needed infrastructures (Activity 1.5 / 2026+ up to 2030)

- Strategic Directions for a mixture of innovative and flexible space programming (Activity 2.2 / 1st six-month period of 2023)

- Feasibility study for building renovation works in phases and funding process (Activity 3.3 / end of 2023)

- Develop a detailed monitoring & evaluation system (Activity 5.5 / end of 2024)

8.3

General Risk Assessment

The main risk factor for the implementation of the Thessaloniki IAP is the legal framework and the land ownership. There are some territories inside the Kodra Camp without clear public ownership claimed by an army officers' building organisation. The Ministry of Kalamaria has a strong political willingness to support and claim the public character of the entire land of the former camp.

Another important risk is the funding process, the availability of local, national and regional funds and also the ability of a continuous process to obtain additional funding by EU resources.

There is also a group of risks connected with the organizational aspects and bureaucratic issues that may delay the implementation process.

The good news is that there is a strong social by all stakeholders and the public opinion supports the public and green character of the former military camp of Kodra as well of the rest available in the metropolitan area.

8.4

Cost estimation and potential funding sources

Potential funding sources for the implementation of the Thessaloniki IAP includes the following:

National public sources (local / regional / national level):

• Local funds / Municipality of Kalamaria

• Regional funds (Regional Operational Program / Region of Central Macedonia / Sectoral Operational Programmes)

• NSRF (National Strategic Reference Framework) 21-27

• National programs for restoration of public building stock

• Green Fund Greece

• Private funds from various national Institutions

EU Fund:

• Territorial Cooperation Programs

• Life Program

• UIA – Urban Innovative Actions

• EIT Urban Mobility (European Institute of Innovation and Technology)

• New European Bauhaus Initiative – various funds

• Horizon Europe

European Union
European Regional Development Fund

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