
Cities@Heart

INTEGRATED ACTION PLAN | LAMIA



URBACT



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CITIES@HEART
TOWARDS A BALANCED CITY CENTRE

AMFI
KTYO
NIES
Developmental Organization S.A.

Cities@Heart
INTEGRATED ACTION PLAN | LAMIA



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Cities@Heart
**INTEGRATED
ACTION PLAN |
LAMIA**



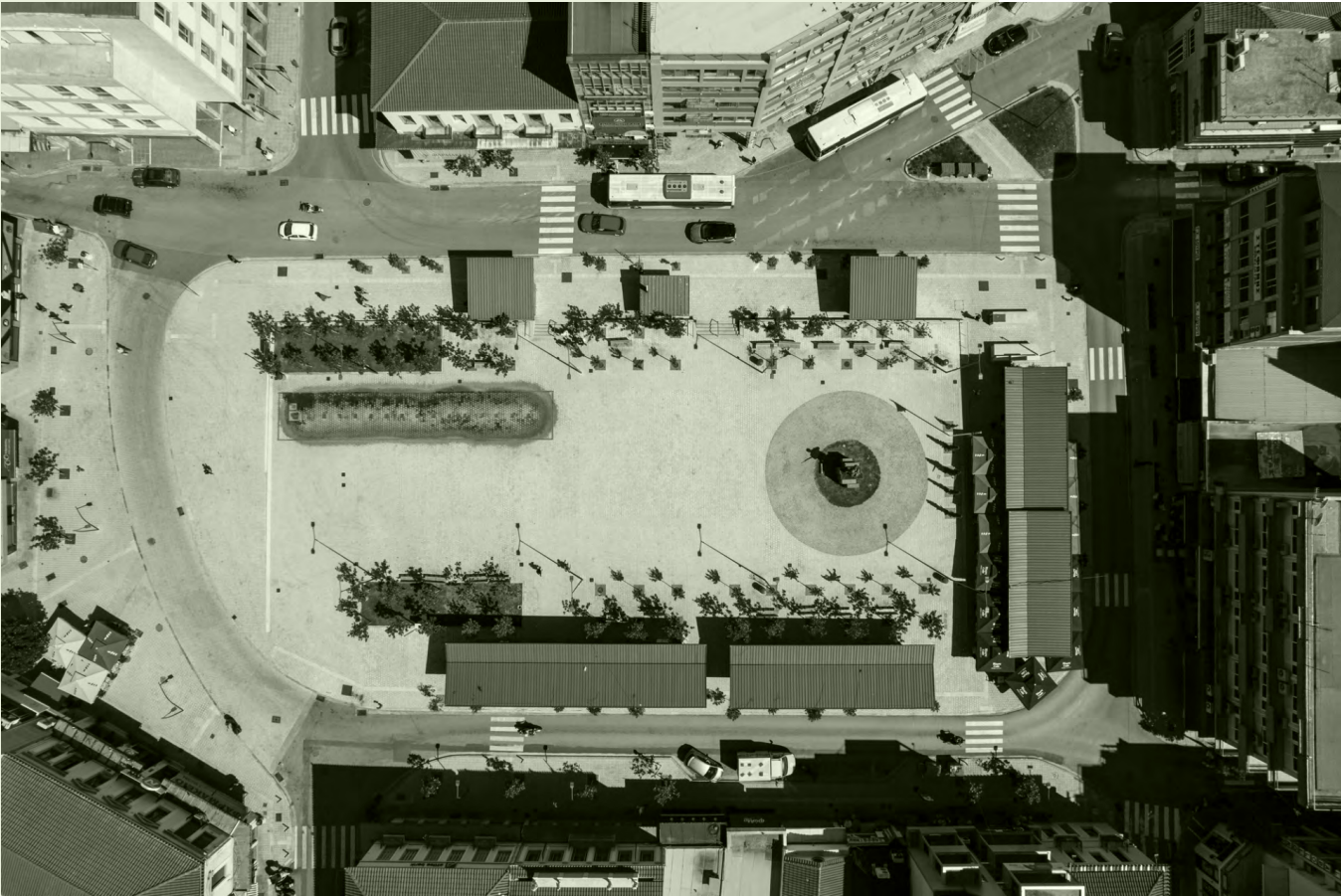


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SOME WORDS FROM OUR **POLITICAL LEADERSHIP**

Lamia is entering a period of dynamic transformation and creative revitalisation. The city centre, with the historic Park Square at its heart, forms the core of Lamia's social, economic, and cultural life. This area is not merely an everyday meeting point; it is a powerful point of reference for residents and visitors alike—a space that encapsulates the city's character and vibrancy.

Park Square is, for us, far more than an urban hub. It is a place charged with symbolic significance, reflecting the identity and pulse of Lamia. Its upgrade—and, more broadly, the rejuvenation of the city centre—represents an opportunity to create an open, green, safe, and universally accessible environment that strengthens social cohesion, attracts activity, and energises the local economy. The Integrated Action Plan, developed through collaboration, consultation, and evidence-based analysis, allows us to set clear objectives and shape a coherent framework of interventions. Our focus lies on sustainable mobility, the functional reorganisation of public spaces, the enhancement of green infrastructure, the added value of cultural heritage, and the support of local entrepreneurship. At the same time, we seek to adopt smart and innovative solutions that will make our city more efficient, welcoming, and resilient to the challenges of our time.

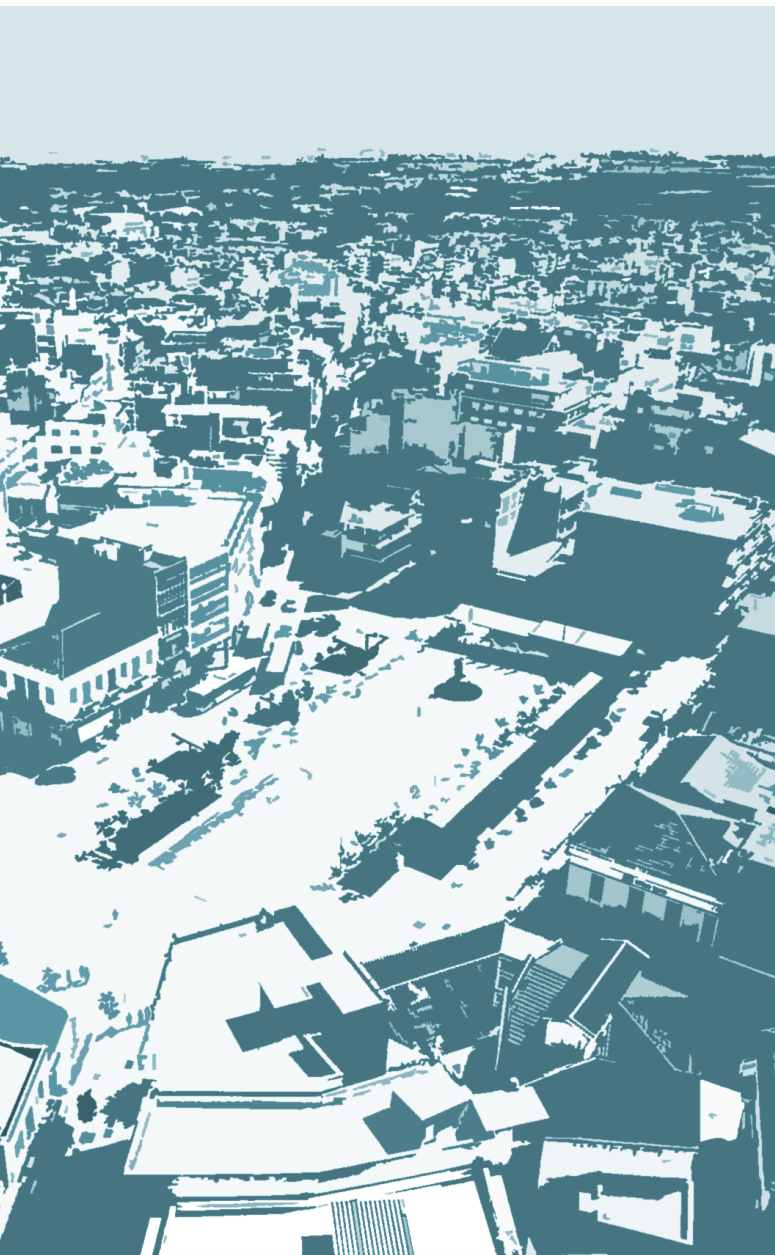
We believe that, through this strategy, Lamia can rediscover its character, strengthen its urban identity, and offer residents and visitors an experience that reflects its dynamism, openness, and cultural spirit. With collective effort, coordinated action, and steadfast commitment to our vision, we are moving towards a Lamia that is more human-centred, greener, and more vibrant.

The Integrated Action Plan marks an important step in this direction. It is the foundation upon which we are building a city that evolves, transforms, and looks to the future with confidence.

Dimitrios Kyritsis

President of the Development Organisation AMFIKTYONIES S.A.
Deputy Mayor of Administrative Affairs, Municipality of Lamia





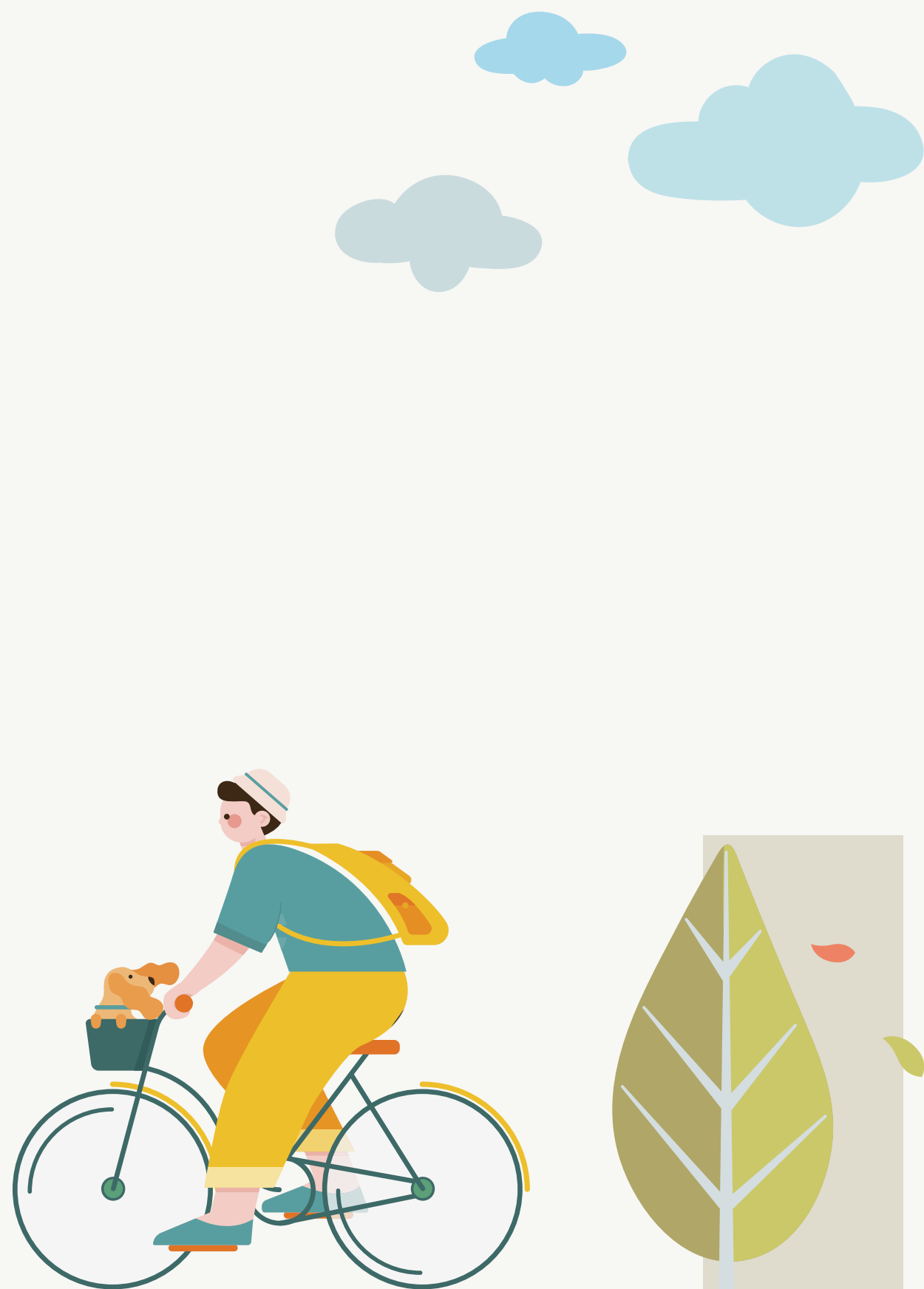
CITIES@HEART (2023 - 2026)

Cities@Heart brings together ten European urban areas with diverse profiles but with one common goal: achieving a balanced and inclusive city centre for all users. It is led by the Métropole du Grand Paris and is composed of 9 project partners, representing different territorial, demographic and socioeconomic realities: Cesena (Italy), Granada (Spain), Osijek (Croatia), Lamia (represented by Amfiktyonies business development organisation from Greece), Celje (Slovenia), Fleurus (Belgium), Sligo (Ireland), Krakow (represented by Krakow Metropolis Association in Poland) and the intermunicipal area between Guimaraes, Braga, Famalicao, Barcelos and Viana do Castelo (Pentagono Urbano Association, Portugal).

The partnership brings together cities of different sizes and profiles, ranging from major metropolises to smaller urban areas. Despite these differences, their city centres face common challenges, such as the need for coordinated governance, the response to social and environmental pressures, and the reinforcement of urban identity and vitality.

By gathering relevant indicators and using a common methodology, this network aims to create a holistic policy framework for lasting and meaningful change in the heart of the city. Working hand in hand with local stakeholders and users, Cities@Heart is here to develop tools that foster happy, healthy and harmonious places.

At Cities@Heart the local team of Amfiktyonies, that supports the city of Lamia is working on designing actions for a greener, more inclusive, and vibrant city center for all while supporting the whole network with knowledge that enrich the network tools.



WHY AN INTEGRATED **ACTION PLAN**?

This document is an URBACT Integrated Action Plan (IAP). It is a city-level output that defines actions to be implemented in the city of Lamia and respond to current urgent needs to revitalise parts of the city center, specifically the Parkou Square and the area around it. The IAP outlines specific actions, timeline, implementation strategies, and the resources needed, and is developed through a collaborative, stakeholder-engaged process. The IAP is designed to link local actions to broader city strategies and EU priorities and policies for long-term implementation and lasting change. This document is needed to ensure that ideas generated through the Cities@Heart collaboration translate into coherent, locally owned, and implementable urban policies.



greece



CONTEXT, NEEDS **AND VISION**

Local context

Lamia is a medium-sized Greek city, the capital of the Region of Central Greece and the administrative center of the Phthiotis Regional Unit, with a long history and a prominent symbolic role as an administrative and cultural hub. Its historic core spans approximately 15 hectares and is organized around four emblematic squares – Parkou Square, Laou Square, Eleftherias Square, and Diakou Square. These public spaces form the backbone of the city center and are surrounded by a diverse mix of architectural styles, from Renaissance influences to post-war constructions that have shaped the contemporary urban character. The center houses public institutions, commercial activities, and cultural landmarks, serving as a primary gathering place for residents of Lamia and the wider region. Demographically, the city has experienced a significant population decline of 12.9% between 2011 and 2021, currently numbering 66,657 inhabitants. Young people under 24 account for 22% of the population, while those over 75 represent 12.5%, reflecting an increasing demographic imbalance marked by aging and youth outmigration.

Parkou Square is the central and largest square in the city of Lamia. Situated at the heart of the city, it serves as a primary hub for social gatherings and cultural activities. At the center of the square stands the statue of the “Evzone,” lending the space both historical significance and symbolic meaning.



The square is surrounded by notable neoclassical buildings, which highlight the city’s architectural and cultural identity. Today, Parkou Square seamlessly combines its historical value with contemporary social use, hosting cultural and community events such as festivals, outdoor performances, and activities for children and families. Recent redevelopment works have enhanced the functionality of the space while preserving its historical character.

In recent years, however, safety in the square has been a growing concern due to insufficient policing, which has led to a decline in the vitality of the area. Older residents, women, and children often feel uneasy moving around the square after dark, while traffic on the surrounding streets has increased significantly. Despite these challenges, responsible authorities are actively seeking solutions to restore both safety and liveliness, with the aim of returning the square to the vibrant and welcoming place it once was.

Parkou Square remains a strategic focal point for strengthening the social and cultural life of the city, attracting both residents and visitors and reinforcing a sense of local identity. Opportunities for further enhancement include the expansion of green spaces, the promotion of cultural events, and the preservation and showcasing of the square’s historical and architectural features, all aimed at improving quality of life and highlighting Lamia’s cultural heritage.



Challenges

Socio-economic challenges

Socially, marginalized groups such as ethnic minorities, the elderly, and young people experience exclusion and restricted access to essential services. Availability of education and healthcare is uneven, while citizen participation in governance remains generally low. There is a notable lack of targeted public policies addressing these inequalities.

The local governance framework lacks effective mechanisms for citizen participation and often fails to adequately engage vulnerable groups such as youth, elderly residents, ethnic minorities, and people with disabilities. As a result, urban policies do not fully reflect community needs, weakening social cohesion.

Economically, Lamia faces considerable constraints. The average annual per capita income stands at €12,742, significantly below the national average of €20,000. The local economy is heavily reliant on the primary sector – agriculture, forestry, and fisheries – which employs 21% of the population, highlighting limited diversification and vulnerability to sector-specific fluctuations.

Despite its historical and cultural wealth, Lamia has not yet fully leveraged its tourism potential. The local economy—especially retail and commercial services—remains stagnant, characterized by limited business diversity and outdated operating models. This leads to a lack of activity and vibrancy in the city center.

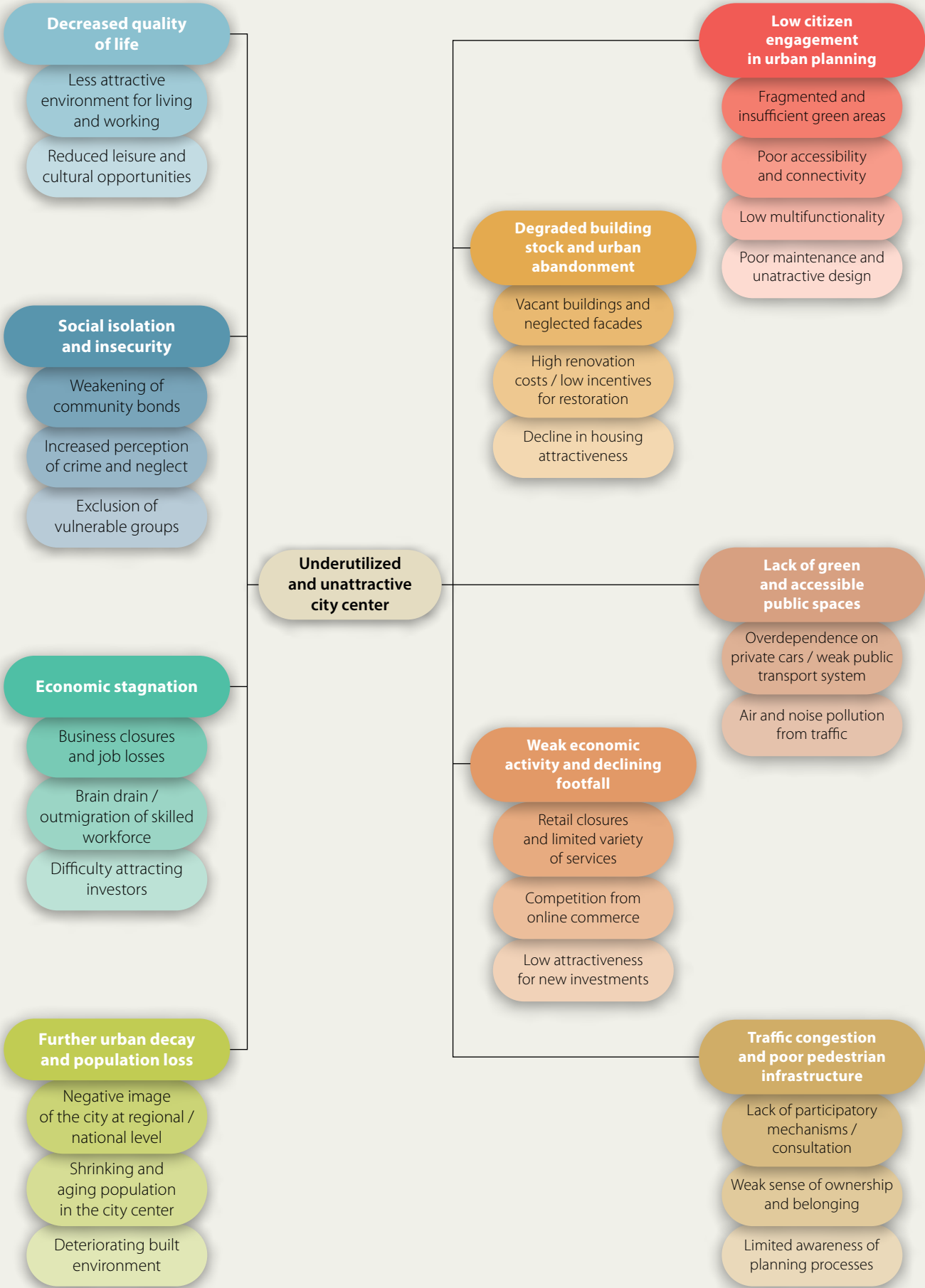
Urban planning challenges

The city of Lamia, despite its strategic position as the administrative capital of Central Greece and its rich cultural heritage, is confronted with a range of complex and interconnected urban challenges, social, environmental and economic that hinder the sustainable development and revitalisation of its city center.

The urban fabric is dominated by paved, impervious surfaces, with limited green infrastructure and an adequate climate adaptation strategy. The lack of tree cover, shading, and climate-responsive design significantly reduces the comfort and quality of life for residents, especially during the hot summer months. Additionally, many public spaces are poorly lit, inaccessible to vulnerable groups, and underused, contributing to a sense of insecurity and social isolation.

At the same time, the city center heavily depends on private vehicle use despite its compact size, which exacerbates traffic congestion, pedestrian-vehicle conflicts, noise, and pollution. Infrastructure for walking, cycling, and public transport remains insufficient: sidewalks are narrow, crossings are dangerous, and transit alternatives are limited. The design of sidewalks, crossings, and public spaces does not meet universal accessibility standards. This reinforces car dependency and reduced accessibility, particularly for people with disabilities, the elderly, and families with young children.

The urban fabric and built environment of Lamia’s city center are visibly deteriorating. While the housing stock is quantitatively sufficient, many units are in poor condition, vacant, or energy-inefficient. Public infrastructure is outdated, and adaptive reuse strategies for buildings are scarcely employed. Moreover, a significant portion of the residential building stock is vacant, poorly maintained, and energy inefficient. This contributes to a declining population in the urban core and further reinforces urban decay.



Relevant existing strategies

Lamia's IAP is backed by a set of strategic frameworks and funding instruments at the local, regional, national, and European levels. These strategies not only align with the city's objectives but also offer valuable leverage in terms of policy coherence and financing capabilities. Their synergy enhances Lamia's ability to deliver meaningful and sustainable transformation in its city center.

At local level

At the local level, the **Sustainable Urban Mobility Plan (SUMP)** of Lamia plays a critical role in promoting environmentally responsible and inclusive mobility. It encourages a shift away from car dependency and prioritizes infrastructure for walking and cycling, aligning directly with the IAP's goals on mobility and climate resilience. Additionally, the **Municipal Development Strategy** of Lamia outlines priorities in urban regeneration, energy efficiency in housing, digital transformation, and smart city initiatives—elements that are directly reflected in the design of the IAP.

The **Spatial Strategic Plan** (OSBBA/ OCHE) encompasses 'urban intervention areas'. Primarily, it aims to promote sustainable mobility systems in the city, while fostering the creation of new jobs and investment opportunities with a special emphasis on leveraging culture and the creative economy.

Finally, the **Sustainable Urban Development Plan** takes advantage of the positive external factors that can flow from these activities, promoting growth and development while reducing pollution and greenhouse gas emissions, minimizing waste and inefficient use of natural resources, maintaining biodiversity, and strengthening energy security. This allows Lamia to adopt ecosystem-based approaches to climate change adaptation and disaster risk prevention.

At regional Level

Regionally, the **Operational Programme of Central Greece 2021–2027**, co-financed by the European Regional Development Fund (ERDF) and the European Social Fund Plus (ESF+), provides a foundational funding and policy framework. It supports projects related to the revitalization of public spaces, sustainable mobility, environmental adaptation through green infrastructure, and social inclusion—areas that are also at the heart of the IAP. This programme is expected to be a key mechanism for securing co-financing for many of the actions proposed in Lamia's IAP.

At the national level

The **"Greece 2.0"** Plan, funded by the EU Recovery and Resilience Facility (RRF), offers additional support and alignment. This plan is built on three central pillars: the green transition, digital transformation, and social cohesion. For Lamia, this translates into concrete opportunities for investment in energy-efficient and affordable housing, urban greening initiatives, digital public services, and programmes supporting youth, education, and marginalized communities.

At EU level

Its purpose is to ensure that the revitalisation of the city center, and in particular Parkou Square, is supported by coordinated leadership, technical expertise, participatory dialogue, and policy alignment across different levels. At the core of this structure stands the Municipality of Lamia, which provides political leadership and strategic oversight.



Participatory approach

The governance of Lamia's IAP has been designed as a collaborative structure that brings together municipal departments, technical agencies, academic institutions, business representatives, regional authorities, and civil society.

All these actors have been brought together in the URBACT Local Group (ULG), which has functioned as the main forum for co-creation. Although relatively small in size, with around seven active members, the group has proved effective in fostering dialogue, building trust, and generating collective development and ownership of the IAP. The participatory approach developed through this process goes beyond the formal responsibilities of each institution: it represents a new culture of cooperation in Lamia, where different voices share responsibility for shaping the city centre. It also provides a foundation for continuity, ensuring that collaboration will extend beyond the life of the Cities@Heart network into the implementation phase of the IAP.

The ULG held meetings during 2024–2025, these sessions were intensive and outcome-oriented. Each gathering combined reflection on European partner experiences with discussion of Lamia's specific needs, ensuring that even with limited frequency, the process generated meaningful and locally grounded results. During these sessions, members collectively discussed the main challenges of the city center, prioritised actions, and validated the proposed strategic pillars. Each actor contributed in line with their expertise.



| THE ULG OF LAMIA | |
|---|---|
| Organisation | Role |
| City of Lamia | The Technical Services Department is directly responsible for infrastructure development and urban mobility. Its role in the IAP process has been to assess and propose improvements to pedestrian routes, accessibility for people with reduced mobility, parking management, and the redesign of the public realm. These responsibilities place the municipality at the center of decisions concerning mobility, accessibility, and the physical transformation of the square. |
| Amfiktyonies Development Agency | The Amfiktyonies Development Agency has acted as the technical coordinator of the IAP. It has played a crucial role in organising workshops and meetings, engaging stakeholders, preparing technical documentation, and monitoring the overall process. The agency has ensured continuity in communication between the municipality and local actors, and it has been instrumental in translating the inputs of different stakeholders into a coherent action plan. |
| The University of Thessaly | The University of Thessaly has contributed research expertise, methodological support, and facilitation of participatory dialogue. Its role has been particularly important in strengthening the dimension of social cohesion, by ensuring that diverse voices are heard, and by providing evidence-based insights on issues such as inclusiveness, youth engagement, and the social use of public space. The university's involvement has anchored the plan in both academic knowledge and participatory practice. |
| The Chamber of Commerce of Phthiotis and the Lamia Commercial Association | The business community has been represented through the Chamber of Commerce of Phthiotis and the Lamia Commercial Association. Their contribution has been central to the dimension of local economy, ensuring that the IAP addresses the real challenges of declining commercial activity, vacant shops, and the need for economic revitalisation in the city center. They have provided feedback on how to create a more supportive environment for local entrepreneurs and retailers, and how the redesign of the square can help stimulate business activity. |
| The Urban Transport Company | Mobility expertise has also been brought in through the Urban Transport Company (ASTIKA KTEL). As the operator of public transport services in Lamia, ASTIKA TEL has advised on issues of connectivity, accessibility, and the integration of sustainable mobility modes. Its contribution has helped the group to better understand how the redesign of Parkou Square can be connected to wider strategies for improving mobility in the city. |
| The Region of Central Greece | The Region of Central Greece has participated in the process to ensure alignment with regional development priorities and funding frameworks. Since the region manages the European Structural and Investment Funds, its role has been to connect the IAP with opportunities for co-financing and to ensure that Lamia's proposals remain consistent with the strategic objectives of the operational programme. |
| The Youth Council of Lamia | The Youth Council of Lamia has provided the voice of younger generations. Their input has been crucial to emphasising the need for more inclusive, greener, and safer spaces, reflecting the aspirations of young citizens who want to see Parkou Square become a lively meeting place throughout the day, and not only at specific hours. By participating in the ULG, the Youth Council has contributed to embedding intergenerational perspectives in the governance structure. |

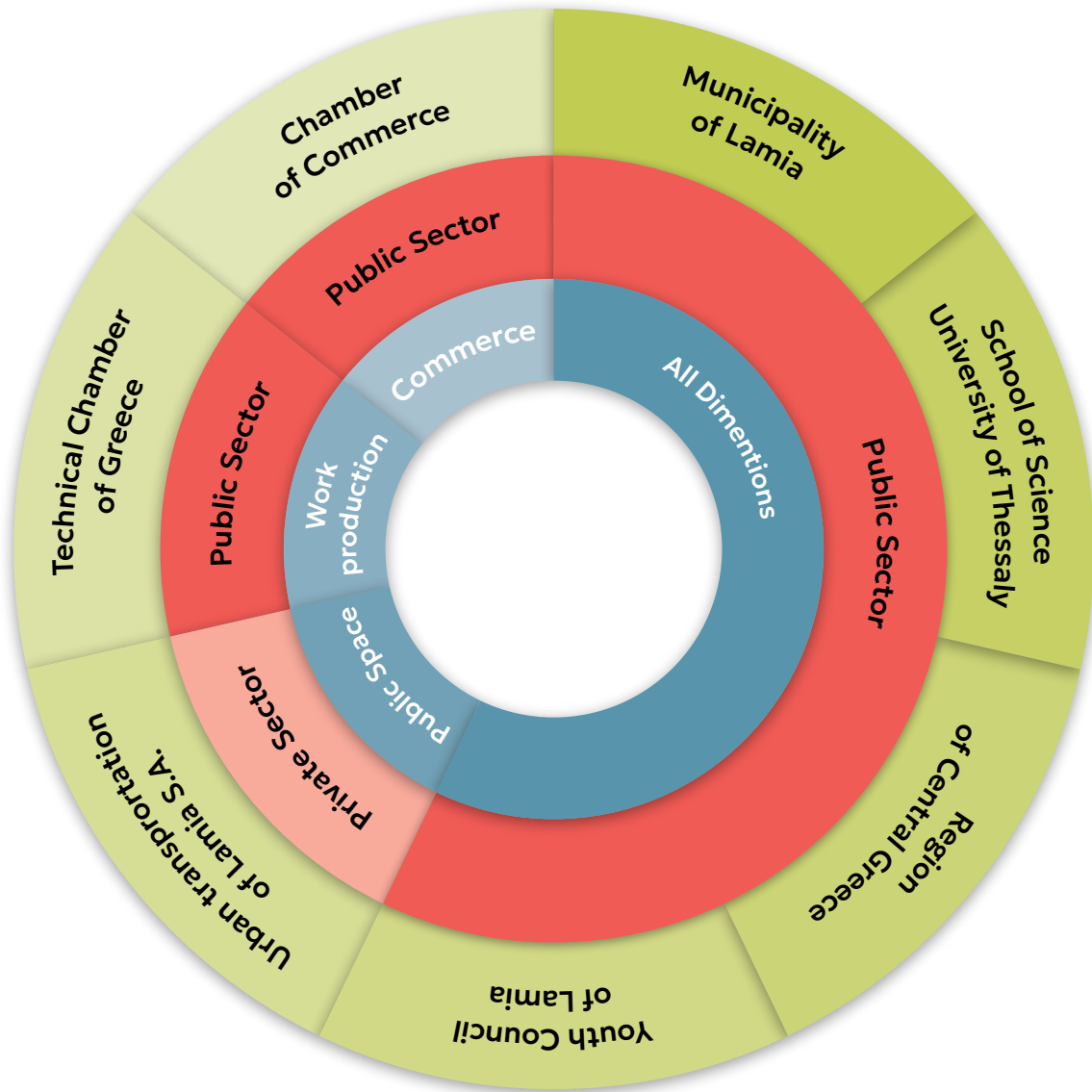
Co-created a vision for Cities@Heart

The Municipality of Lamia supported by the ULG co-created a shared vision for the future of the city center. This vision reflects is rooted in the principles of sustainability, accessibility, resilience, and local identity.

Lamia’s Vision

“Lamia’s city centre will become a green, inclusive, and vibrant heart of the city – a place for people of all ages and backgrounds to meet, move, create, and thrive, combining historical richness with contemporary quality of life.”

This vision provides the conceptual foundation for the IAP and is instrumental in guiding the identification of priority areas and the design of targeted actions.



THE IAP **STRATEGIC PILLARS**

The Integrated Action Plan (IAP) of Lamia aims to transform the Parkou Square and the surrounding area, into a greener, inclusive, and vibrant place for all residents. It is built upon a thorough understanding of local challenges—such as limited public space quality, car dependency, economic stagnation, and low citizen participation—and proposes cross-sectoral solutions through five strategic pillars (intervention areas) that support the city’s vision.



**IMPROVEMENT OF
INFRASTRUCTURE, SECURITY
AND ACCESSIBILITY**



**DEVELOPMENT OF GREEN
SPACES AND SUSTAINABILITY**



**SUSTAINABLE AND ACTIVE
MOBILITY**



**AWARENESS-RAISING
ACTIONS AND CITIZEN
PARTICIPATION**



**STRENGTHENING OF
TOURISM AND LOCAL
COMMERCE**

Together, these five pillars form an integrated roadmap for the regeneration of Lamia’s most important public space. By focusing efforts on Parkou Square, the IAP aims to deliver concrete improvements that will act as a catalyst for wider change across the city centre.



Pillar 1:
Improvement of Infrastructure, Security
and Accessibility

Parkou Square in Lamia is one of the city’s most central and historic public spaces, playing a key role in its social, commercial, and cultural life. However, long-term use, wear of existing facilities, and emerging citizen needs make it necessary to proceed with a comprehensive upgrade of the area, aiming to improve its functionality, safety, and accessibility.

Objectives of the Pillar:

- 1. Modernization of Infrastructure
- 2. Enhancement of Security
- 3. Accessibility for All

Expected Outcomes:

- Improvement of the quality of life for residents and visitors.
- Strengthening of social cohesion through the safe and inclusive use of public space.
- Increase in visitor numbers and economic activity in the area.
- Establishment of a model urban space that promotes equality, sustainability, and contemporary aesthetics.



Pillar 2: Development of Green Spaces and Sustainability

Parkou Square in Lamia currently lacks green areas and environmental infrastructure, resulting in a space that is largely paved and exposed to heat, with limited ecological or aesthetic value. This pillar aims at the complete transformation and redesign of the square into a green, sustainable, and people-friendly urban space.

Objectives of the Pillar:

1. Creation and Enhancement of Green Infrastructure
2. Integration of Sustainability Practices
3. Environmental Education and Citizen Participation

Expected Outcomes:

- Transformation of Parkou Square from a concrete-dominated urban space into a modern, green, and sustainable public area, while preserving its functionality for which it was originally redesigned.
- Reduction of the urban heat island effect and improvement of the city center's microclimate.
- Strengthened environmental awareness and increased civic participation.
- Establishment of a model example of urban redesign focused on nature, resilience, and sustainability.



Pillar 3: Sustainable and Active Mobility

Parkou Square currently faces significant traffic challenges, as a high volume of private vehicles, buses, and other public transport modes converge here, with the square also serving as a terminal point for several routes. This situation creates congestion, high noise levels, and air pollution, limiting safe and enjoyable movement for pedestrians and cyclists.

This pillar aims to transform the square into a hub of sustainable mobility, where movement is safe, accessible, and environmentally friendly, without compromising the functionality required by public transport and vehicle operations.

Objectives of the Pillar:

1. Traffic organization and access management
2. Pedestrian and cyclist infrastructure
3. Promotion of sustainable transport modes

Expected Outcomes:

- Reduced congestion, noise, and pollution in the square and surrounding areas.
- Safe and accessible movement for pedestrians, cyclists, and public transport users.
- Increased adoption of sustainable transport modes and improved quality of urban life in central Lamia.
- Establishment of a model hub for sustainable and active mobility.



Pillar 4: Awareness-raising Actions and Citizen Participation

Active citizen participation is crucial for the sustainable enhancement of Park-ou Square. Through education, awareness, and involvement in activities, citizens can contribute to the care of the space, the protection of the environment, and the maintenance of safety and functionality.

Objectives of the Pillar:

1. Education and Awareness
2. Participation and Volunteering
3. Promotion of Social Cohesion

Expected Outcomes:

- Strengthening participatory culture and citizen responsibility for public space.
- Improved care and maintenance of the square through volunteer actions.
- Increased social cohesion and creation of a public space that belongs to all citizens.
- Development of a model participatory approach to public space design.



Pillar 5: Strengthening of Tourism and Local Commerce

Park Square is a central gathering point in Lamia. Through comprehensive redevelopment and enhancement of the public space, the square can play a key role in boosting tourism and local economic activity, offering an attractive, safe, and welcoming environment for residents, visitors, and businesses.

Objectives of the Pillar:

1. Development of an attractive and accessible space
2. Support for local businesses
3. Tourism promotion and utilization

Expected Outcomes:

- Increased visitor numbers and support for the local economy.
- Creation of an attractive and lively public space connecting residents, visitors, and businesses.
- Promotion of Lamia as a modern destination for tourism and cultural activities.
- Transformation of Park Square into a model combining public space, tourism, and local entrepreneurship.

ACTIONS FOR PARKOU SQUARE

Improvement of infrastructure, security and accessibility

| Action # | Action description | Output target(s) | Action Lead | Key partners | Resource needs | Timeframe |
|----------|---|--|--|---|--------------------------|-----------------------|
| A1 | Renovate sidewalks with non-slip materials and ensure full and unrestricted accessibility for all residents | The feeling of safety and security for everyone that moves in Parkou Square | Municipality of Lamia, Technical Services Department | Municipality of Lamia | ERDF, Municipality funds | On going Process |
| A2 | Collaboration between the municipal and national police departments in order to achieve maximum policing in the city center | Enhancing the sense of safety of citizens. | Municipality of Lamia, Police Department | Greek Police | National funding | On going Process |
| A3 | Implementation of smart crossings, on the streets surrounding the square | Increasing the feeling of safety to all pedestrians, walking around the square | Municipality of Lamia, Technical Services Department | The contractor company responsible for implementing the project | National funding | Dec. 2024 - Mar. 2025 |
| A4 | Installation of lightning columns, using alternative energy sources, (solar) | Increasing the feeling of safety and security to everyone, especially for women and children, in the evening hours | Municipality of Lamia, Technical Services Department | The contractor company responsible for implementing the project | ERDF, National funding | 2028-2030 |

Development of green spaces and sustainability

| Action # | Action description | Output target(s) | Action Lead | Key partners | Resource needs | Timeframe |
|----------|---|--|---|---|--|----------------|
| B1 | Tree planting and green space development. | Enhancing biodiversity and environmental sustainability by increasing green space coverage in the Parkou Square area by 20%. | Municipality of Lamia, Technical Services Department & Environmental Department | The contractor company responsible for implementing the project | Resources needed from the Sustainable Urban Development Strategy 2021-2027, that Municipality of Lamia has approved, in order to redevelop the city. | Summer of 2028 |
| B2 | Installation of benches, made by recycling materials, covering with climbing plants | Pedestrians will be able to rest and enjoy their walk, in a beautiful and environmentally friendly square. | Municipality of Lamia, Technical Services Department & Environmental Department | The contractor company responsible for implementing the project | ERDF, RRF | Summer of 2028 |

Sustainable and Active Mobility

| Action # | Action description | Output target(s) | Action Lead | Key partners | Resource needs | Timeframe |
|----------|---|---|---|--------------|---------------------|-----------|
| C1 | Traffic restriction, by relocating the arriving and departure points of city buses from Parkou Square | Reduction of traffic congestion and improvement of traffic flow | Municipality of Lamia, Technical Services Department | Urban Buses | Municipal resources | 2026-2030 |
| C2 | Improve of existing public transportation digital services | Encourage citizens to use public transportation, increase of use by 20% in buses. | Municipality of Lamia, Technical Services Department & Environmental Department | Urban Buses | Municipal resources | 2026-2030 |

Awareness-raising Actions and Citizen Participation

| Action # | Action description | Output target(s) | Action Lead | Key partners | Resource needs | Timeframe |
|----------|--|---|-----------------------|-----------------------|---|-------------|
| D1 | Campaigns for Sustainability and Green Initiatives | Enhancement of the well-being of citizens by organising (minimum 3) annual campaigns and (minimum 2) citizens events. | Municipality of Lamia | Municipality of Lamia | Volunteer, Municipal resources, RRF, ESF+ | Once a year |

Strengthening of Tourism and local commerce

| Action # | Action description | Output target(s) | Action Lead | Key partners | Resource needs | Timeframe |
|----------|--|--|--|-----------------------|-------------------------------------|-------------|
| E1 | Development of strategies to attract more tourists and capitalize on the tourism assets of the city of Lamia | Attraction of tourists and utilization of tourism assets | Municipality of Lamia, Local Entrepreneurs | Municipality of Lamia | ERDF, ESF+ | Once a year |
| E2 | Creation of local markets and events | Promotion of the local economy, by increasing visitor numbers by 15% in 3 years through cultural events and local markets. | Municipality of Lamia, Local Entrepreneurs | Municipality of Lamia | National funds, Municipal resources | Once a year |

DETAILED ACTIONS

Pillar 1
Improvement of infrastructure, security and accessibility

A1 Renovate sidewalks with non-slip materials and ensure full and unrestricted accessibility for all residents.

In the city of Lamia, many sidewalks remain worn, slippery, and lacking essential accessibility infrastructure, creating serious obstacles for people with disabilities, parents with strollers, and the elderly. The absence of safe, well-designed ramps severely limits the independent mobility of a significant portion of the population and reinforces social exclusion. During adverse weather conditions, the risk of accidents increases due to unsafe surfaces. Renovating sidewalks with non-slip materials and ensuring that ramps are fully functional and compliant with accessibility standards is a necessary intervention. It will help transform Lamia into a more inclusive city that promotes sustainable mobility, social equity, and respect for the fundamental right of access to public space.

| ACTIVITIES | EXPECTED RESULTS |
|---|---|
| Mapping and Assessment of Existing Infrastructure | Improved pedestrian safety |
| Consultation with Stakeholders and Citizen Groups | Enhanced accessibility for all |
| Technical Design and Material Selection | Inclusive urban environment |
| Urban Intervention Planning and Permitting | Raised public awareness |
| Construction and Renovation Works | Compliance with accessibility regulations |
| Public Awareness Campaign | Positive impact on quality of life |
| Monitoring and Quality Control | Encouragement of sustainable mobility |
| Impact Evaluation and Feedback Collection | |

LEADER ORGANISATIONS:
Technical services department of Municipality of Lamia

INVOLVED STAKEHOLDERS:
Development Organisation AMFIKTYONIES S.A., Municipality of Lamia, the contractor company responsible for implementing the project

WHEN:
The implementation process is already underway and is expected to be finalized within 2026.

LOCATION:
Lamia’s city center

SOURCES OF FUNDING:
Municipality resources

A2 Collaboration between municipal and national police in order to achieve in order to achieve maximum policing in the city centre

In recent years, there has been a notable increase in delinquent activity in the city center of Lamia, particularly in the main square, which has become a gathering point for individuals struggling with substance abuse, homeless populations, and Roma groups. This situation has significantly undermined the sense of safety among residents—especially women and children—who often avoid passing through the area, particularly during nighttime hours. Strengthening collaboration between the municipal and national police forces, with the goal of ensuring 24/7 policing in the city center, is expected to play a critical role in curbing unlawful behavior and restoring a sense of public security in the urban environment.

ACTIVITIES

- Establishment of a Joint Operational Framework
- Needs Assessment and Mapping of High-Risk Areas
- Deployment of 24/7 Police Patrols
- Creation of a Local Safety Coordination Unit
- Community Policing and Citizen Engagement
- Monitoring, Reporting and Impact Evaluation

EXPECTED RESULTS

- Significant reduction in petty crime and anti-social behavior
- Enhanced sense of safety among residents and visitors
- Improved cooperation between municipal and national police
- Increased visibility and deterrence through 24/7 presence
- Positive impact on the image and functionality of the city center
- Greater trust between citizens and law enforcement bodies
- Data-driven approach to urban safety

LEADER ORGANISATIONS:

Municipal Police department and National Police department

INVOLVED STAKEHOLDERS:

Municipal Police, National Police

WHEN:

The cooperation exists at a basic level but lacks 24/7 coverage. It should be strengthened and maintained as long as needed, until residents feel safe in their city again.

LOCATION:

Lamia’s city center

SOURCES OF FUNDING:

National Funding

A4 Installation of lighting columns, using alternative energy sources (solar)

Insufficient lighting in several areas of Lamia’s urban fabric contributes to a growing sense of insecurity among citizens, particularly at night. The installation of modern lighting columns powered by alternative energy sources, such as solar panels, aims to improve visibility, reduce the city’s environmental footprint, and—above all—strengthen residents’ sense of safety in public spaces. The intervention will target streets, pedestrian zones, parks, and high-traffic areas with inadequate illumination. At the same time, it promotes sustainable urban development and supports the municipality’s energy autonomy, while encouraging environmental awareness within the local community.

ACTIVITIES

- Mapping of poorly lit urban areas
- Technical planning and design of lighting system
- Procurement and selection of sustainable lighting equipment
- Installation of lighting columns in selected locations
- Community awareness campaign
- Monitoring and performance evaluation

EXPECTED RESULTS

- Improved visibility and safety in public spaces
- Increased sense of security among residents and visitors
- Reduced environmental impact and energy consumption
- Promotion of sustainable and resilient urban infrastructure
- Positive effect on local quality of life and urban aesthetics
- Greater civic awareness around environmental and safety issues

LEADER ORGANISATIONS:

Technical services department of Municipality of Lamia

INVOLVED STAKEHOLDERS:

Development Organisation AMFIKTYONIES S.A., Municipality of Lamia, the contractor company responsible for implementing the project

WHEN:

2028-2030.

LOCATION:

Lamia’s city center

SOURCES OF FUNDING:

National funding, ERDF Funds

Pillar 2

Development of green spaces and sustainability

B1 Tree planting and green space development

The city center of Lamia suffers from a significant lack of green spaces, which negatively impacts residents’ quality of life and the sustainability of the urban environment. Tree planting and the cultivation of new green areas aim to enhance the city’s aesthetic appeal, improve air quality, and provide recreational spaces for all citizens. These interventions contribute to increased biodiversity, mitigate the urban heat island effect, and promote environmental awareness. Expanding urban greenery acts as a catalyst for social cohesion and strengthens the sense of well-being in public spaces.

ACTIVITIES

| |
|---|
| Mapping areas with insufficient green space |
| Administrative procedures and permits acquisition |
| Selection of appropriate plant species |
| Tree planting and cultivation of green spaces in public areas |
| Public awareness and engagement campaigns |
| Maintenance and monitoring of plantings, with Regular care and evaluation of the growth and health of trees and vegetation. |

EXPECTED RESULTS

| |
|---|
| Increase of green spaces in the city centre |
| Improvement of air quality |
| Enhancement of urban biodiversity |
| Promotion of environmental awareness |
| Mitigation of the urban heat island effect |

LEADER ORGANISATIONS:

Technical services department of Municipality of Lamia

INVOLVED STAKEHOLDERS:

Development Organisation AMFIKTYONIES S.A., Municipality of Lamia, the contractor company responsible for implementing the project

WHEN:

Suggested to start at the summer of 2028

LOCATION:

Lamia’s city center

SOURCES OF FUNDING:

RRF funds, ERDF Funds

B2 Installation of benches, made by recycling materials, covering with climbing plants

The procurement and installation of sustainable urban furniture like benches, made from recyclable or repurposed materials, aims to enhance both the functionality and visual quality of public spaces. Special emphasis is placed on integrating natural elements, such as climbing plants and green features, to foster a stronger connection between citizens and their environment. These interventions reduce the environmental footprint of the city, improve the experience of residents and visitors, and promote circular economy principles. All installations are designed with accessibility, safety, and social interaction in mind, contributing to a more inclusive and welcoming urban landscape.

ACTIVITIES

| |
|--|
| Assessment of public space needs |
| Design and selection of eco-friendly urban furniture |
| Procurement process |
| Installation of equipment |
| Integration of greenery (e.g., climbing plants) |
| Public engagement and awareness actions |
| Maintenance and monitoring plan |

EXPECTED RESULTS

| |
|---|
| Improved quality and functionality of public spaces |
| Increased environmental sustainability |
| Enhanced sense of safety and comfort |
| Promotion of circular economy principles |
| Increased citizen satisfaction and engagement |
| Strengthened local identity and aesthetics |

LEADER ORGANISATIONS:

Technical services department of Municipality of Lamia

INVOLVED STAKEHOLDERS:

Development Organisation AMFIKTYONIES S.A., Municipality of Lamia, the contractor company responsible for implementing the project

WHEN:

Suggested to start at the summer of 2028.

LOCATION:

Lamia’s city center

SOURCES OF FUNDING:

RRF funds, ERDF Funds

Pillar 3

Sustainable and Active Mobility

C1 Improve of existing public transportation digital services

The promotion and uptake of digital services in public transportation aims to modernize mobility in the city and improve the overall user experience. Through the development or enhancement of mobile apps, real-time bus tracking systems, digital ticketing, and accessible route planners, citizens will be able to plan their journeys more efficiently and reliably. This transition to smart mobility reduces waiting times, enhances transparency, and encourages the use of sustainable transport options. Special attention will be given to digital inclusion, ensuring that elderly people and those unfamiliar with technology can also benefit from these tools. The initiative supports a more connected, accessible, and environmentally friendly urban transport system.

ACTIVITIES

| |
|--|
| Development and improvement of digital platforms |
| Implementation of real-time tracking systems |
| Introduction of digital ticketing methods |
| Public awareness campaigns |
| Training and support for vulnerable groups |
| Feedback and continuous improvement |
| Integration of digital public transportation services at Lamia’s info kiosks |
| Data management |
| Customer support |

EXPECTED RESULTS

| |
|--|
| Promotion of sustainable urban mobility |
| Increased usage of public transport digital services |
| Reduced waiting times and enhanced efficiency |
| Greater accessibility for all user groups |
| Continuous adaptation and innovation |
| Improved data accuracy and availability |
| Increased user satisfaction and trust |
| Improved problem resolution and communication |
| Increase the use of public transportation by 20% |

LEADER ORGANISATIONS:

Technical services department and environmentally department of Municipality of Lamia

INVOLVED STAKEHOLDERS:

Urban Buses

WHEN:

The implementation is suggested to launch in 2026

LOCATION:

Lamia’s city center

SOURCES OF FUNDING:

RRF Funds, Municipal resources

Obj.4

Awareness raising actions and citizen participation

D1 Campaigns for sustainability and green initiatives

Campaigns focused on sustainability and green initiatives aim to raise public awareness and engage citizens on environmental issues. Through informative activities, workshops, and collaborations with local organizations, environmentally friendly practices such as recycling, plastic reduction, and energy saving are promoted. These campaigns foster a more responsible and ecologically conscious community, enhancing social participation and driving behavioral change towards a sustainable future.

ACTIVITIES

| |
|---|
| Public awareness workshops |
| School and community engagement programs |
| Collaborations with local environmental organizations |
| Promotion of recycling and waste reduction campaigns |
| Organization of Green Days and Environmental Events |

EXPECTED RESULTS

| |
|--|
| Increased public awareness on environmental issues |
| Higher community participation in green initiatives |
| Reduction in waste generation and energy consumption |
| Strengthened partnerships with local organizations |
| Enhanced social responsibility and environmental stewardship |
| Promotion of sustainable lifestyle habits |

LEADER ORGANISATIONS:

Environmental department of Municipality of Lamia

INVOLVED STAKEHOLDERS:

Environmental NGOs, Schools / Educational Institutions, Phthiotis Chamber of Commerce / Local Businesses, University of Thesally

WHEN:

Once a year

LOCATION:

Lamia’s city center

SOURCES OF FUNDING:

Volunteer-based actions, Municipality resources, RRF Funds, ESF+ Funds

Pillar 5

Strengthening of tourism and local commerce

E1 Development of strategies to attract more tourists and capitalize on the tourism assets of the city of Lamia

Lamia and its wider region possess significant yet underexploited historical, cultural, and natural features that can support sustainable tourism development. This action aims to design a targeted tourism strategy that promotes the distinctive advantages of the area — such as the city's castle, thermal springs, surrounding mountains, and rich cultural heritage. The initiative will include branding, digital promotion, improved signage, and partnerships with tourism-related stakeholders. By enhancing visibility and accessibility, Lamia can establish itself as an attractive tourist destination, boosting the local economy and strengthening the outward-looking character of the region.

ACTIVITIES

| |
|---|
| Mapping of Tourism Assets |
| Stakeholder Consultation Meetings |
| Tourism Market Analysis |
| Development of a Tourism Branding Strategy |
| Formation and Operationalization of a Destination Management Organization (DMO) |
| Digital Promotion Plan |

EXPECTED RESULTS

| |
|---|
| Local economic revitalization and increased street-level activity |
| Improved Tourism Visibility and Recognition of the city of Lamia |
| Strengthened Local Economy and Job Creation |
| Sustainable Tourism Development |
| Improved Community Engagement and Pride |
| Clear Strategic Framework for Tourism Growth |

LEADER ORGANISATIONS:

Municipality of Lamia

INVOLVED STAKEHOLDERS:

Region of Central Greece, Phthiotis Chamber of Commerce, Ministry of Tourism, Cultural and Historical Societies, Tourism Businesses

WHEN:

Once a year

LOCATION:

City of Lamia and its surrounding area

SOURCES OF FUNDING:

ESF+ Funds, ERDF Funds

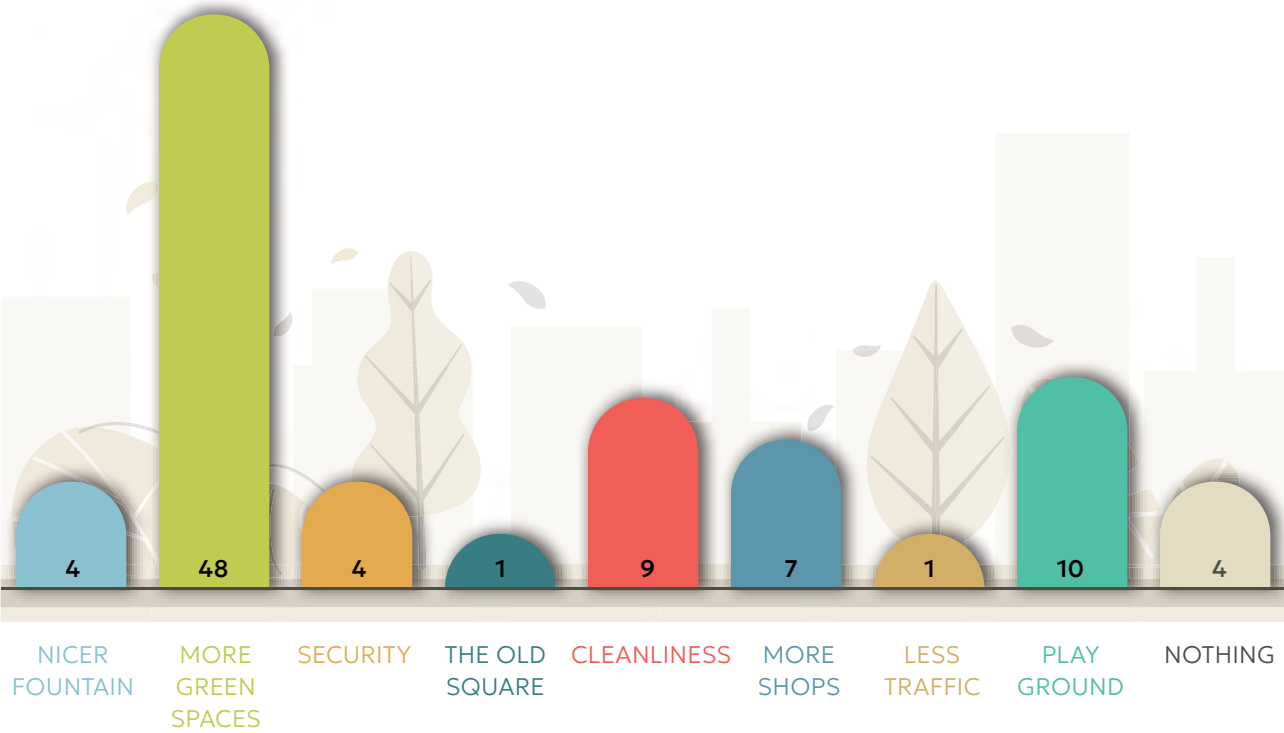
SMALL SCALE ACTION

During the preparation of the Small Scale Action (SSA), numerous innovative ideas were proposed for its implementation. Nevertheless, the process often encountered bureaucratic and administrative challenges that slowed progress. Despite these obstacles, the persistence of the involved actors and their willingness to explore new approaches led to a creative and educational direction for the initiative.

In a meeting between the Department of Implementation and Support of Development Programmes of the Amfiktyonies Development Agency and members of the Youth Council of the Municipality of Lamia, it was jointly decided that the SSA should focus on children — the current and future users of Parkou Square. Their active involvement was considered essential in shaping a public space that is friendly, inclusive, and responsive to the needs of younger generations.

In this context, and in close collaboration with the Youth Council, an educational and participatory activity was organised in two primary schools of Lamia — the 1st and the 17th Primary School. During these visits, representatives of Amfiktyonies held discussions with pupils of the 5th and 6th grades about the current condition of Parkou Square and how they perceive and experience the public space of their city.

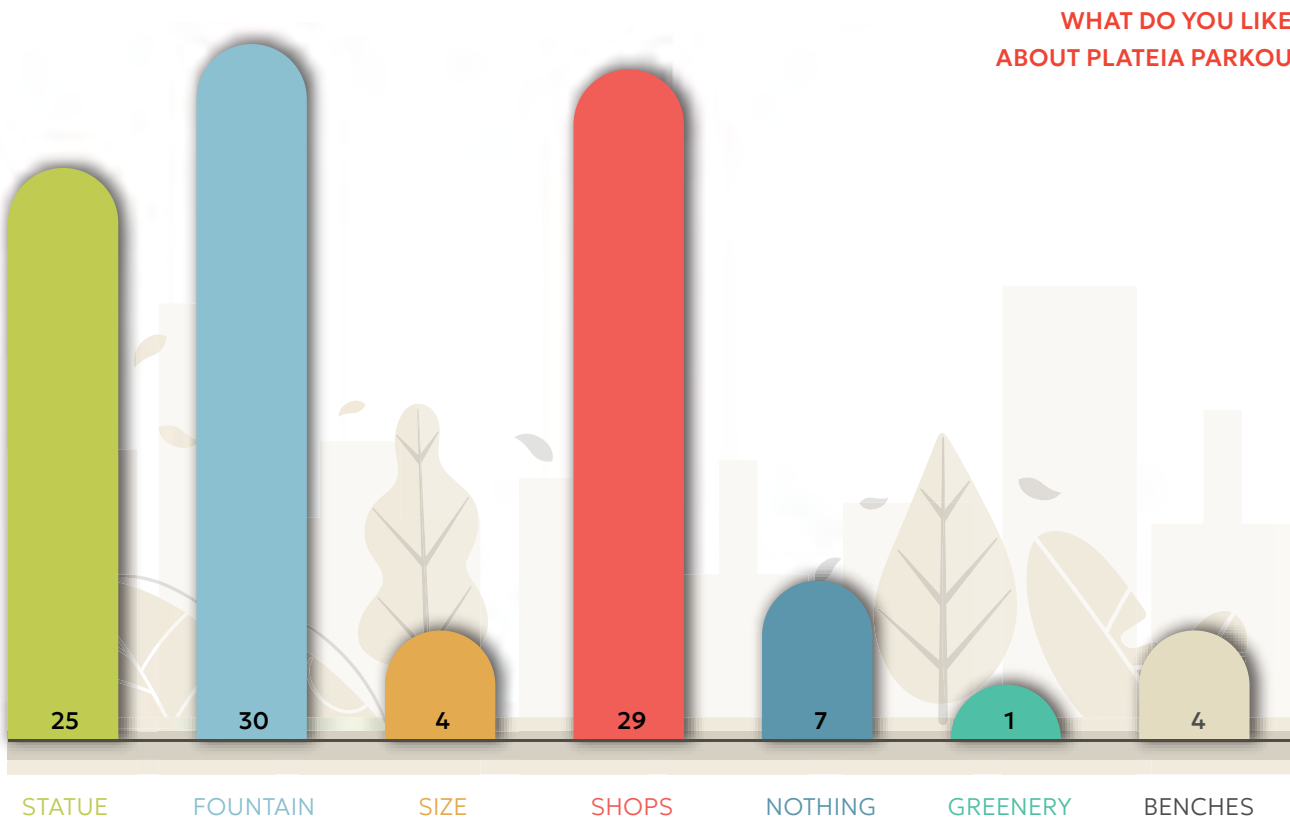
WHAT DO YOU MISS FROM PLATEIA PARKOU



Through visual material and photographs, the students were shown how the square looked before and after its most recent redevelopment. They were then invited to complete a short questionnaire and take part in a creative drawing exercise, expressing their views on what they like, what they feel is missing, and how they imagine their ideal square. Their drawings and answers highlighted the desire for more greenery, shade, safety, play areas, and spaces for social interaction.

This initiative served as a meaningful example of participatory urban design, where children’s voices are genuinely integrated into the planning process. At the same time, it functioned as an educational experience, fostering environmental awareness, civic engagement, and a sense of belonging among the young participants.

The experience demonstrated that the active participation of children and youth can bring valuable insights, fresh perspectives, and stronger community legitimacy to urban regeneration efforts such as the revitalisation of Parkou Square.





FRAMEWORK FOR DELIVERY

The success of the IAP depends on coordinated governance, strategic funding, and multi-level collaboration. Financial resources will be drawn from the Regional Operational Programme of Central Greece 2021–2027, the national Greece 2.0 Recovery and Resilience Plan, and municipal budgets. These instruments will support investments in sustainable mobility, green infrastructure, digital transformation, and social cohesion.

The Municipality of Lamia will lead the implementation, with technical support from the Amfiktyonies Development Agency. The University of Thessaly, regional authorities, and private sector actors will contribute through research, innovation, and investment. Digital tools will enhance transparency and monitoring, while citizen feedback platforms will support continuous improvement and accountability.

The successful implementation of Lamia’s Integrated Action Plan (IAP) depends on a clearly defined delivery framework, outlining the roles and responsibilities of each stakeholder. Governance continuity after the URBACT programme is equally essential to ensure lasting impact and policy integration.

Municipality of Lamia

The Municipality of Lamia, through its Technical Services Department, will act as the main delivery body. It will oversee overall coordination, project management, public procurement, and monitoring of progress. The municipality will also serve as the formal liaison with regional and national authorities, ensuring alignment with broader funding and policy frameworks.

Supporting Stakeholders and Roles

| Stakeholder | Main Responsibilities |
|--------------------------------------|---|
| Amfiktyonies Development Agency | Technical support, preparation of funding proposals, coordination of multi-level actors |
| University of Thessaly | Research, evidence-based evaluation, innovation input, capacity-building activities |
| Phthiotis Chamber of Commerce | Business engagement, entrepreneurship support, market activation |
| Lamia Commercial Association | Retail revitalization strategies, feedback on local economy needs |
| Urban Transport Company (ASTIKA TEL) | Implementation of mobility-related actions, technical input on traffic interventions |
| Youth Council of Lamia | Youth engagement feedback on inclusion and participatory planning |
| Region of Central Greece | Policy alignment, co-financing support, coordination with EU programmes (ERDF, RRF, etc.) |

Following the conclusion of URBACT support, the Municipality of Lamia will establish and sustain a cross-departmental IAP Implementation Taskforce, consisting of municipal technical staff, representatives from key stakeholder institutions, and external advisors. This taskforce will be responsible for overseeing the rollout of the Integrated Action Plan, adjusting implementation timelines and methodologies as needed, coordinating funding applications, and ensuring alignment with national and EU-level policy frameworks.

In parallel, the existing Urban Local Group (ULG) will be restructured into a semi-formal Urban Advisory Panel, which will convene on a biannual basis. This panel will be tasked with reviewing implementation progress, identifying potential challenges, and proposing strategic adjustments. It will also serve as a key mechanism for maintaining open communication channels with the broader community and ensuring the continued integration of public feedback into policy decisions.

To strengthen transparency, accountability, and citizen participation, the Municipality will gradually introduce digital governance tools such as online participatory platforms, open data dashboards, and feedback collection mechanisms. These instruments will support a more data-driven and inclusive model of urban governance, aligned with the digital transition objectives of the IAP.

Resourcing

The implementation of Lamia's Integrated Action Plan (IAP) requires the mobilization of a broad range of human, financial, physical, and institutional resources. While some actions rely primarily on improved coordination and technical expertise, others require significant investment in infrastructure and the securing of external funding.

On the human resources side, the Municipality of Lamia will deploy staff from its Technical Services Department, Environmental Department, and Urban Planning Unit. Additional technical and research support will be provided by the Amfikytonies Development Agency and the University of Thessaly, particularly for the development of studies, evaluations, and monitoring tools that ensure data-driven implementation.

In terms of physical and infrastructure resources, several of the proposed actions focus on the upgrading of public space, the redesign of sidewalks, the creation of new green areas, and the installation of energy-efficient public lighting. These interventions will take place within existing municipal land and assets and will be complemented by improvements to the city's digital infrastructure, including mobile applications and participatory platforms.



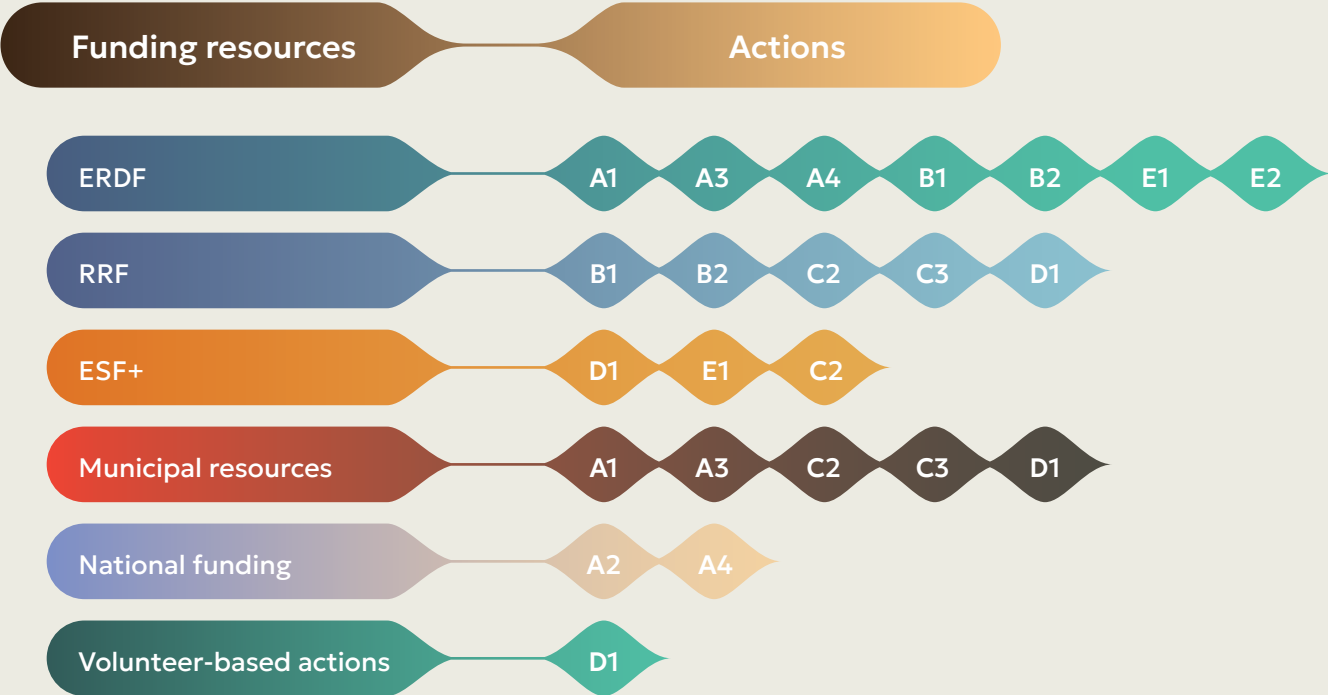
Financially, the IAP will be resourced through a combination of local, national, and European sources. The municipal budget will support small-scale interventions and preparatory work. Larger investments, such as those related to sustainable mobility and green infrastructure, will be co-financed through the Regional Operational Programme of Central Greece 2021–2027 (ERDF and ESF+), as well as the national Recovery and Resilience Plan (Greece 2.0), which offers opportunities for smart mobility and digital transition. Specific housing or regeneration-related activities may also benefit from the National Strategic Reference Framework (NSRF), while innovative tools like crowdfunding or public-private partnerships will be explored to support local entrepreneurship and community-based initiatives.

The IAP is fully aligned with key European priorities and funding instruments. It contributes directly to the objectives of the ERDF and ESF+, particularly in areas such as climate adaptation, social inclusion, employment, and digital transformation. It also supports the ambitions of the EU Urban Agenda and Urban Innovative Actions by promoting citizen-led, pilot-driven approaches to urban challenges. Where applicable, Lamia will explore transnational collaboration through Horizon Europe, Interreg, and other European programmes relevant to green and digital transition, participatory governance, and sustainable urbanism.

By combining municipal leadership with strategic co-financing and innovative partnerships, Lamia’s IAP will have the resourcing foundation it needs to achieve its vision of a greener, more inclusive, and resilient city center.



FUNDING SOURCES BY OBJECTIVE



Above is a summary table showing suggested funding sources by objective and related actions. Through the strategic combination of local resources, targeted European funding, and innovative partnerships, the City of Lamia is laying a solid foundation for the implementation of its Integrated Action Plan. Ensuring that resourcing remains flexible, diversified, and aligned with emerging urban challenges will be key to delivering meaningful, long-term transformation in the city center. As the IAP moves into the implementation phase, the municipality will continue to explore co-financing opportunities and leverage regional, national, and EU frameworks to sustain progress beyond the URBACT programme.

Risk analysis

This Plan adopts a strategy focused on maximising the impact of actions that can be implemented immediately, producing early positive changes, strengthening relationships and networks, and providing examples that can inspire other stakeholders to multiply and replicate actions across the city.

Some actions are relatively simple to implement and therefore present a low probability of risk with respect to their successful delivery. However, other actions require greater effort due to bureaucratic, operational, technical, or financial challenges, which increase the likelihood of delays or partial implementation.

Risk analysis is not a one-off process but a dynamic component of Lamia’s IAP governance model. As the implementation progresses, the municipality will periodically review emerging risks and adjust mitigation strategies accordingly. This adaptive approach ensures that the IAP remains resilient in the face of uncertainties while maintaining focus on its long-term goals. The combination of structured oversight, responsive planning, and stakeholder engagement will be essential to managing risks effectively and sustaining momentum throughout the transformation process.

The following Risk Analysis synthesises the main risks identified for the IAP, assessing their likelihood, impact, and mitigation measures for each category of action:

| Description | Risk Type | Probability | Impact | Mitigation Strategy |
|--|------------------------|----------------|----------------|--|
| Lack of coordination between municipal departments and siloed planning processes | Operational | Medium | High | Establish a cross-departmental taskforce for coordination and joint planning |
| Delays or uncertainty in securing external funding (ERDF, ESF+, RRF) | Financial | High | High | Diversify funding sources align projects early with funding calls use phased implementation. |
| Potential delays due to complex procurement or administrative procedures | Legal/Regulatory | Medium | High | Engage legal teams early streamline workflows ensure regulatory compliance |
| Challenges in deploying digital tools or infrastructure due to technical limitations | Technical | Medium to High | Medium | Use proven technologies provide technical training and expert support |
| Shortage of skilled personnel in areas such as digital governance and inclusive planning | Staffing/Capacity | Medium | Medium to High | Train municipal staff collaborate with universities and external experts |
| Low engagement or resistance to change from citizens and key stakeholders | Behavioural | Low to Medium | High | Implement targeted outreach build trust through quick wins and inclusive engagement tools |
| Low uptake of the IAP | Stakeholder/Governance | Medium | High | Ensure formal approval of the IAP by all stakeholders, organize workshops and information sessions, and appoint champions within each organization to promote and support its implementation |
| Low use / engagement with the IAP | Operational | Medium | High | Define KPIs for implementation, introduce digital monitoring and reporting tools, provide continuous support to the teams, and collect feedback for improvement |
| Change of government | Political/Strategic | Medium | High | Formal delivery framework, strategic plan alignment, advisory panel, documentation |



ANNEXES

Annex 1: SWOT Analysis

A comprehensive SWOT analysis was conducted to assess the internal conditions and external opportunities and threats affecting Lamia’s city center:

| Strengths | Weaknesses |
|---|---|
| Strategic location as regional capital | Limited green space and poor-quality public realm |
| Rich cultural heritage and historical landmarks | High car dependency and traffic congestion |
| Compact urban structure, easy to navigate | Outdated commercial infrastructure |
| Active institutions and educational presence | Low building maintenance and energy inefficiency |

| Opportunities | Threats |
|--|--|
| Potential for sustainable tourism and cultural promotion | Climate change and extreme heat events |
| Funding from national and EU programs (e.g. ERDF, RRF) | Institutional overload and fragmented governance |
| Smart mobility and green infrastructure investments | Population decline and economic stagnation |
| Engagement of young people and creative sectors | Disengagement of vulnerable social groups |



Annex 2

| INTEGRATION CHALLENGE | PROPOSED STRATEGIC RESPONSE |
|---|--|
| Fragmentation across municipal departments and lack of cooperation between services | Strengthen cross-departmental cooperation through joint working groups and improved coordination tools |
| Weak vertical coordination with regional/ national actors | Build stronger links with regional and national institutions, using examples such as Action A2 (Municipal & National Police cooperation) |
| Limited embedding of sustainability in urban planning | Ensure that actions (B1, B2, C2) are systematically linked to environmental goals and measurable green outcomes |
| Absence of a formal inclusion & gender equality strategy | Develop and adopt a local Inclusion & Equality Action Plan, building on the inclusive orientation of actions A1, D1, and D2 |
| Minimal digital capacity for participatory governance | Expand digital initiatives such as Action C3 (Public Transport App) and gradually develop a participatory platform and open data access |
| Limited participation of vulnerable groups | Formalize the role of the Youth Council, engage social mediators, and strengthen outreach to underrepresented communities |
| Projects often developed independently and fragmented funding | Move towards a more coordinated project portfolio and align IAP actions with multiple funding sources (RRF, ERDF, municipal budget) |

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