



URBACT



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Interreg

INTEGRATED ACTION PLAN

MUNICIPALITY OF KORYDALLOS



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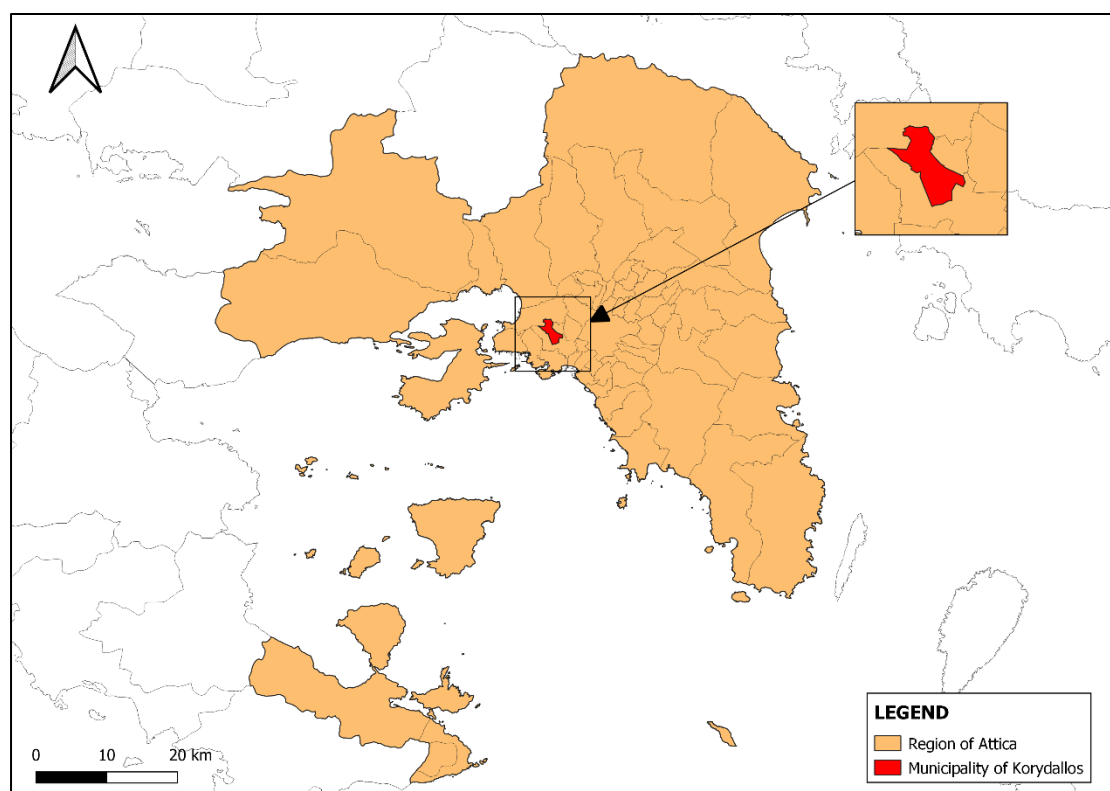
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SECTION 1 – CONTEXT, NEEDS AND VISION

Overall theme being addressed – Current situation

The Municipality of Korydallos is located at the junction of the industrial zone next to the centre of Athens and Piraeus. Administratively it belongs to the Region of Attica - Subregion of Piraeus and borders to the west and south with Nikaia, to the east with Agia Varvara and to the north with Chaidari. Korydallos is connected with the centre of Athens by metro line.

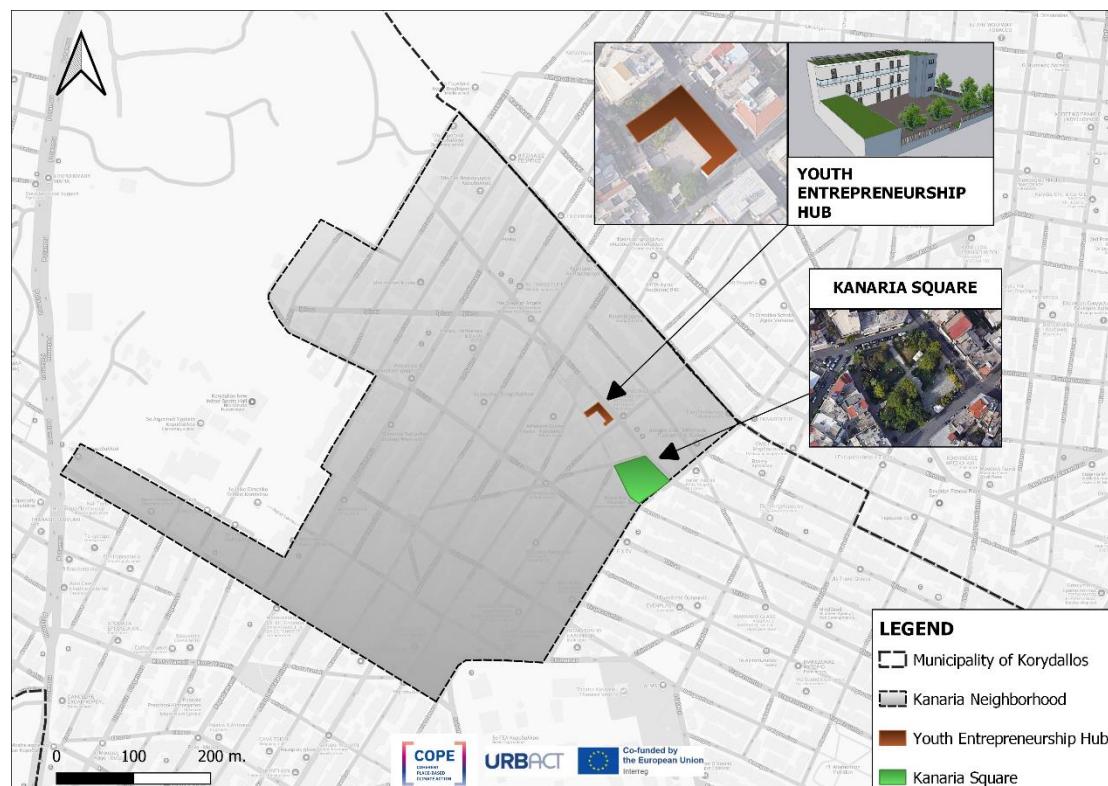
Figure 1: Geographical location of the Municipality of Korydallos



Within Korydallos, the Kanaria neighborhood is particularly notable for an old school building that has become the focal point of urban regeneration efforts. This building, abandoned since the 1999 earthquake, represents both a challenge and an opportunity for the municipality. The building's restoration is seen as a key project in revitalizing the neighborhood, providing new community spaces, and supporting sustainable urban development.

The Kanaria neighborhood, with a population of approximately 5,000 residents, is a small but significant part of Korydallos. The area is home to a diverse community, facing challenges such as aging infrastructure and the need for improved public services.

Figure 2: Kanaria Neighborhood



The broader city of Korydallos has a population of 61,248 as of the 2021 census. The city has experienced fluctuations in population over the years, influenced by factors such as economic conditions, urban migration, and local development initiatives.

The Gross Domestic Product (GDP) per capita in the nearby city of Piraeus, which shares many socio-economic characteristics with Korydallos, was recorded at €20,989 in 2011. This figure provides a rough estimate of the economic conditions in Korydallos, reflecting the area's economic output and living standards during that period.

Table 1: Key Context Data

Korydallos, Greece - Municipality of Korydallos	
Region	Attica
Place-Based Location	Kanaria - an old school building
Population: Neighbourhood / City (2021)	5.000 / 61.248
GDP / € / Capita / year (in Piraeus, 2011)	20.989

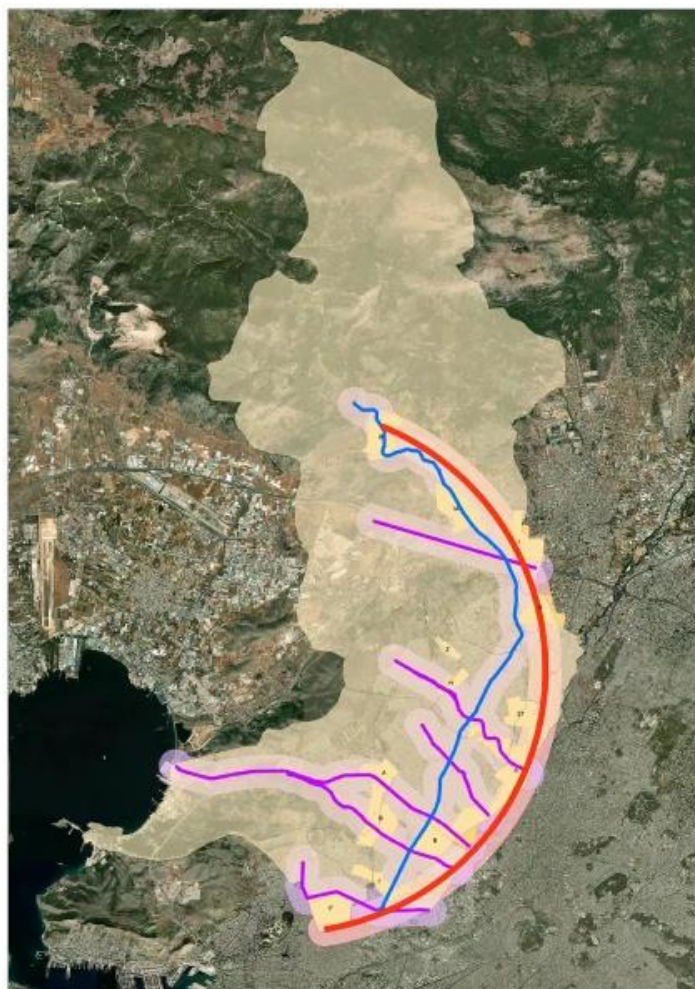
Relevant existing strategies and policies

The Municipality of Korydallos has developed and implemented a range of strategic plans that align with the key themes of the COPE project, including sustainable urban development, environmental resilience, participatory governance, and the green transition.

Integrated Territorial Investment (I.T.I.) of West Athens 2021–2027

As the core regional framework for sustainable urban development, the I.T.I. of West Athens promotes spatial cohesion, economic revitalization, and environmental transition. Korydallos participates through targeted investments in regeneration, mobility, and social inclusion.

Figure 3: West Athens SUD/I.T.I. Intervention Area



Sustainable Urban Mobility Plan (SUMP)

Korydallos' Sustainable Urban Mobility Plan promotes cleaner, safer, and more efficient transport. It integrates low-emission mobility, improved pedestrian infrastructure, and supports behavioral shifts toward active transportation.

Operational Plan for Securing Public and Community Spaces

This locally implemented plan aims to safeguard and upgrade public spaces through green infrastructure and inclusive urban design. It is funded by the Green Fund and fully aligned with the West Athens I.T.I.

Electric Vehicle Charging Plan

The local Charging Infrastructure Plan outlines the strategic placement of EV stations to support the transition to e-mobility. The plan is co-funded by the Green Fund and was developed through public consultation processes.

Relevant Implemented Municipal Projects

LED Retrofit of Public Street Lighting Infrastructure

The Municipality of Korydallos implemented a large-scale LED replacement project across streets and public spaces, funded by the ROP “Attica” 2014–2020. With an investment of €1,099,886.20, the project aimed to reduce energy use by over 73%, improve lighting quality, and support climate-neutral infrastructure through smart-controlled LED systems.

Energy Efficiency Interventions in Municipal Buildings

Co-funded by the ROP “Attica” 2014–2020, this project upgraded key public buildings, such as the Cultural Center, Training Center, 3rd Nursery School, and Social Services Building with insulation, efficient windows, LED lighting, and HVAC systems. The €445,755.51 investment improved energy performance and aligned with national NECP targets.

Sustainable Micromobility (Bike-sharing system)

The Municipality of Korydallos established a city-wide electric bike-sharing system during the 2014–2020 programming period, as part of its shift toward low-emission urban transport. The €371,921.00 project, funded by the ROP “Attica” 2014–2020, included e-

bike procurement, smart docking stations, and user-friendly digital applications. This initiative enhanced local mobility options, reduced car dependency, and aligned with the goals of the I.T.I. of West Athens and the EU Green Deal.

Problem identified by local stakeholders

Korydallos has experienced significant growth over the decades, yet it continues to grapple with persistent infrastructure challenges, exacerbated by the substantial influx of people. The dense urban environment, combined with fragmented urban planning, has placed significant stress on public services and the built environment. Furthermore, both Korydallos and the broader western suburbs of Athens have often been treated as marginal areas, reinforcing a perception of being on the urban fringe and limiting investment and development opportunities.

The 88-acre area, a key asset for the municipality, now serves as a hub for public services, hosting schools, childcare facilities, a theatre, sports fields, and a newly developed family park. Despite this, the lack of cohesive connectivity and sustainable urban planning limits the full potential of this space. Since the 1950s, the community has demonstrated remarkable resilience, engaging in collective efforts to address critical issues such as public roads, water supply, schools, and transportation. These efforts highlight the strong local identity and civic participation that have driven progress.

However, challenges such as an aging building stock, limited open spaces, and poor pedestrian and cyclist infrastructure remain pressing. The area's historical marginalization has contributed to underinvestment and infrastructural gaps, necessitating a strategic approach. Within this context, the COPE project offers an opportunity to address these issues through targeted interventions like transforming the abandoned school in the Kanaria neighborhood into a green entrepreneurial hub. By leveraging the strengths of the community and implementing sustainable urban strategies, Korydallos can transition into a more resilient and inclusive urban environment.

The identification of these challenges was conducted through a participatory process involving the local URBACT Local Group (ULG) meetings, where various stakeholders contributed insights based on their lived experiences and expertise. These meetings brought together representatives from the quadruple helix, that is, local government,

academia, businesses, and civil society, to ensure a balanced and inclusive dialogue. Participants included municipal officers, local businesses, NGOs, educational institutions, and residents, all contributing to a shared vision that promotes sustainable urban development, environmental resilience, participatory governance, and a just green transition. Additionally, specific URBACT tools such as the Problem Tree and the Integrated Action Plan Canvas were applied to collaboratively map out the root causes and interrelated effects of the identified issues. This structured approach ensured that the challenges addressed in the IAP are grounded in a shared understanding among local actors, enabling more targeted and accepted interventions.



Core challenge(s)

Below is the SWOT analysis for the Municipality of Korydallos, which highlights its strengths, weaknesses, opportunities, and threats in the context of its urban development and strategic objectives. This analysis is closely aligned with the goals of the COPE project, focusing on sustainable urban regeneration, green transition, and participatory governance to address the challenges and leverage the potential of the municipality.

Figure 4: SWOT Analysis

STRENGTHS	WEAKNESSES
• Strategic location with excellent connective to Athens and Piraeus via metro lines. • Strong local identity and community participation in civic and developmental initiatives. • Existing green spaces, such as the 88-acre area hosting schools, parks, and sports facilities, with potential for further development. • A commitment to sustainability and innovation, highlighted by the plan to transform the abandoned Kanaria school building into an eco-friendly entrepreneurial hub. • High homeownership rates reflecting social stability. • Access to national and EU funding programs for sustainable urban development.	• Dense urban environment with limited open spaces and green areas. • Aged building stock and infrastructure, requiring significant renovation and modernization. • Fragmented public spaces and poor connectivity for pedestrians and cyclists. • Limited awareness and engagement on environmental issues, such as waste management and energy efficiency. • Fragile trust between local authorities and citizens, potentially hindering participatory approaches. • Over-reliance on specific funding sources like ERDF, increasing financial vulnerability.
OPPORTUNITIES	THREATS
• Leverage the metro connection to enhance accessibility, attract investment, and boost tourism. • Transform the Kanaria neighborhood through the COPE project, positioning Korydallos as a regional innovation center. • Strengthen participatory governance by actively engaging citizens in urban development decisions. • Access diverse funding opportunities from national and EU programs for green transition and urban regeneration. • Promote climate action through energy-efficient infrastructure and sustainable urban planning practices.	• Lengthy and complex approval processes for environmental and construction projects. • Perception of Korydallos and other western suburbs as marginalized areas, potentially discouraging external investment. • Fragmented urban fabric, limiting cohesive and integrated urban development. • Pressure from rapid urbanization and unplanned land use stressing infrastructure and public services. • Financial constraints that may hinder the realization of long-term sustainability goals.

City's local stakeholders: Inputs & methodology

The stakeholder mapping for the URBACT Local Group of the COPE project in the Municipality of Korydallos aims to identify and categorize the key actors who contribute to the success of the project. These stakeholders represent diverse sectors of the local community, including education, municipal governance, social equity, and civic engagement. Each stakeholder plays a unique role in shaping the participatory processes and ensuring the project's objectives align with the community's needs.

This mapping exercise provides a clear overview of the stakeholders' roles and responsibilities, enhancing collaboration and communication between them. By engaging a wide range of local actors, the ULG fosters a cohesive approach to achieving sustainable urban development and addressing the challenges identified in the COPE project. The following mapping outlines the key stakeholders and their respective contributions to the project's goals.

Educational Stakeholders

1st Vocational High School

Role: Acts as a crucial partner in engaging youth in the COPE project's initiatives, particularly in developing their skills and awareness regarding sustainable urban development. The school fosters active participation in project activities, such as brainstorming on the transformation of the Kanaria neighborhood and collaborating on the green entrepreneurship hub. Students are actively involved in the design of initiatives such as logos, branding, and community engagement strategies.

University of West Attica

Role: Provides academic expertise and research support to the COPE project, particularly in areas of local and regional development. The university contributes innovative methodologies, including sustainability and participatory governance practices, and supports data analysis and evaluation of project outcomes. It acts as a key resource for knowledge exchange and capacity building acting also as a stakeholder at National level.

Municipal Stakeholders

Committee for Equality of the Municipality of Korydallos

Role: Ensures that the COPE project's processes are inclusive and equitable, addressing the needs of all community members, especially underrepresented groups. The committee supports initiatives that promote diversity and equal access to resources, ensuring the entrepreneurial hub in Kanaria reflects the principles of open governance and social inclusion.

Municipal Council

Role: Serves as the governing body overseeing the integration of the COPE project into the broader municipal strategy. The council provides political backing, approves project-related policies, and ensures resource allocation aligns with the objectives of sustainable urban development and community participation. It also helps secure stakeholder buy-in from various sectors of the local community.

Department of Research, Local Development, and Planning

Role: Leads the technical planning and implementation of the COPE project at the municipal level. It ensures that all project components, such as the redevelopment of the Kanaria neighborhood and the establishment of participatory governance mechanisms, are integrated into the city's long-term development plans. The department also provides technical expertise in designing and monitoring the Integrated Action Plan (IAP).

Unemployment Support Office

Role: Provides services aimed at helping unemployed residents find work and improve their employability. Its main activities are well-linked with the promotion of entrepreneurship in COPE project as it supports individuals to identify suitable job opportunities and connect with local employers, organizes seminars or workshops to develop new professional skills, provides guidance on entrepreneurship, offers advice on social benefits, job-search techniques, and application procedures and fosters networking to enhance employment opportunities and local development.

Regional Stakeholders

Development Association of West Athens (ASDA)

Role: Acts as an inter-municipal organization of the ten Municipalities of West Attica, including the Municipality of Korydallos, developing strategies and implementing actions that promote the ecological and sustainable development of West Attica. ASDA is responsible for the Intermunicipal Partnership for the Development of West Athens, utilizing Integrated Territorial Investment (ITI) mechanisms.

Region of Attica/ Managing Authority of ROP 2021-2027

Role: Acts as a link between the Municipality of Korydallos and the Development Association of West Athens (ASDA) for funding of ERDF and ESF projects of the Regional Operational Programme 2021-2027.

Community Stakeholders

Parents' Association

Role: Acts as a link between families and the COPE project, ensuring that educational and participatory initiatives address community needs. The association actively engages in discussions about the redevelopment of public spaces, including how these spaces can serve families and youth. They also foster awareness about the project within the broader community.

"ANASA ZOIS", Local NGO

Role: Brings valuable experience in social welfare and community development to the COPE project. The NGO plays a vital role in engaging vulnerable groups, advocating for social equity in project initiatives, and supporting participatory processes. "ANASA ZOIS" collaborates with other stakeholders to ensure that the project's interventions, such as the green entrepreneurship hub, are inclusive and meet local needs.

Local businesses association

Role: Serves as a bridge between the entrepreneurial community and the COPE project, promoting local economic participation and supporting initiatives that enhance sustainable business practices. The association contributes insights on how

redevelopment and innovation efforts can strengthen local commerce and create new employment opportunities based on the local needs.

Main integration challenges

The primary integration challenge for Korydallos lies in the effective incorporation of the chosen place-based location in the Kanaria neighborhood into the broader urban area of the Municipality. The restoration and redevelopment of the old school site in Kanaria must be strategically aligned with the surrounding urban fabric to ensure it becomes a cohesive part of the community's infrastructure and daily life.

Kanaria's location within a dense urban environment, coupled with fragmented public spaces and limited connectivity, presents unique difficulties. The transformation of the old school into a green entrepreneurial hub offers a significant opportunity to bridge these gaps, but it requires careful planning to address the area's existing challenges. These include aged infrastructure, limited pedestrian and cyclist pathways, and the lack of seamless access to adjacent neighborhoods.

Furthermore, the stigma associated with Korydallos and the western suburbs of Athens as marginal areas adds complexity to the integration process. Overcoming this perception and positioning Kanaria as a focal point for sustainable innovation and community engagement is critical to ensuring the redevelopment effort's success.

Testing Actions

In the framework of the COPE project, the Municipality of Korydallos implemented two Testing Actions aiming to engage the local community in the co-design process of the upcoming green entrepreneurial hub in the Kanaria neighborhood. These actions aimed to explore the feasibility, relevance, and acceptance of the proposed interventions, while collecting useful insights for the development of the Integrated Action Plan.

Testing Action 1: “THE NEST” – Engaging Youth in Naming and Designing the Identity of the Kanaria Entrepreneurial hub

The Challenge:

How can we actively involve young people in the transformation of a former school building into a municipal innovation and entrepreneurship hub, while fostering a sense of ownership, inclusion, and digital creativity?

Objective:

To promote digital inclusion, youth participation, and creative ownership in the redevelopment process of the old 12th Primary School in the Kanaria neighborhood, by inviting students to co-create the building’s name and visual identity.

Our Idea:

A participatory activity was launched in collaboration with the 1st Vocational High School of Korydallos. Students were invited to propose a name and design a logo for the new Youth Entrepreneurship Hub, ensuring that the identity of the space would reflect the values and aspirations of the younger generation.

Process:

- Students participated in brainstorming workshops, supported by their teachers.
- Working in small teams, they proposed potential names, logos, and visual elements.
- The activity was facilitated by the Municipality of Korydallos as part of its effort to empower youth in decision-making and spatial transformation.
- The final proposals were presented by the students themselves during the Core Network Meeting in Kavala (June 2024), where they shared their experience and explained their design choices.

Output:

The selected name and concept - “THE NEST – Kanaria Entrepreneurial Hub” - was chosen for its symbolic value: a welcoming space that nurtures new ideas and provides a launchpad for young entrepreneurs. The associated logo and identity elements reflected this vision.

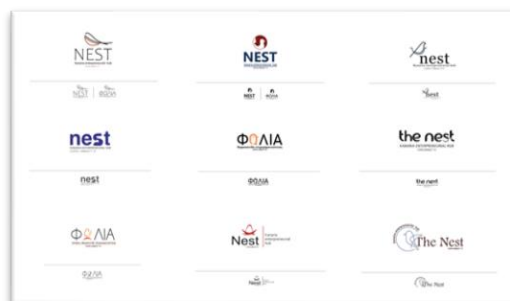
Impact:

This Testing Action strengthened the link between urban transformation and youth engagement by:

- Enhancing students' digital and design skills
- Cultivating civic pride and participation
- Embedding the values of the local community into the project's identity
- Providing visibility to student voices within a European project framework

Documentation & Visuals:

Photos from the student workshops, ULG consultations and their presentations during the CNM in Kavala are available below. The selected logo and naming proposal are being used as the preliminary visual identity for the Hub.



Testing Action 2: Community Workshop on Building Renovation and Local Visioning

The Challenge:

The Municipality of Korydallos is working to transform the old abandoned school building in the Kanaria neighborhood into a youth-centered Innovation Hub. One of the main challenges is ensuring that this transformation is meaningful, feasible, and aligned with the real needs of the local community and the urban environment.

What if...

We involved residents, young people, and local entrepreneurs in a hands-on process to evaluate the proposed actions, share ideas, and identify obstacles?

We want to test if...

A participatory workshop could serve as an effective method to gather feedback, enrich the project design with community-driven proposals, and reveal potential challenges in realizing the vision of a Youth Entrepreneurship Hub.

Our Idea:

To organize an Interactive Workshop where participants:

- Evaluate and discuss the proposed renovation actions
- Provide alternative or complementary ideas
- Identify perceived challenges and barriers to implementation
- Share their vision for the future of the building and the surrounding area

Measurement:

- Number and quality of ideas and suggestions collected
- Degree of alignment or divergence in community perspectives
- Feedback gathered via questionnaires assessing participants' views on the proposed renovation and the role of the building as a Youth Hub

When: September 25, 2024

Where: Kanaria neighborhood, Korydallos

Roles:

- Municipality of Korydallos: Organizer and facilitator
- Participants: Local residents, youth, entrepreneurs, and civil society stakeholders

Target Groups:

- Local youth and aspiring entrepreneurs
- Residents of the Kanaria area and nearby neighborhoods
- Stakeholders with interest in urban regeneration and community development

Actions:

- Delivery of an Interactive Workshop using participatory methods
- Open group discussions to assess feasibility and uncover barriers
- Distribution of structured questionnaires to capture individual feedback and sentiment

Documentation:

All inputs from the workshop and questionnaires were collected and analyzed in a brief report. The analysis categorized feedback into themes, recorded community ideas and perceived challenges, and will inform the final design of the intervention in the Kanaria neighborhood.





SECTION 2 - OVERALL LOGIC AND INTEGRATED APPROACH

Overall Vision

“The Municipality of Korydallos envisions a green and just transition that leverages the active engagement of all citizens and local action groups to achieve carbon neutrality, ensuring that the benefits of climate action are shared equitably across the community fostering economic development”.

Integrated Approach

The Integrated Action Plan of the Municipality of Korydallos reflects a comprehensive and place-based approach to urban development, rooted in participatory governance and aligned with the overarching principles of the COPE network. At its core, the plan focuses on transforming the Kanaria neighborhood, particularly the reuse of an abandoned school building, into a hub of youth entrepreneurship, innovation, and green transition.

This integrated strategy combines environmental sustainability, economic regeneration, and social inclusion into a single coherent vision, ensuring that all interventions contribute to a more resilient and equitable urban future. The IAP connects spatial planning with thematic priorities and funding instruments, building on existing policy frameworks such as the Integrated Territorial Investment (I.T.I.) of West Athens, while also responding to localized needs identified through extensive stakeholder engagement.

The plan actively incorporates three key cross-cutting themes to enhance its integration dimension:

Gender Equality

The IAP ensures that gender equality is mainstreamed throughout all actions. From the establishment of inclusive governance structures to the design of entrepreneurship programs, the plan emphasizes equal access for women and men. The involvement of the Municipal Committee for Equality guarantees that the transformation of the Kanaria site promotes inclusive urban regeneration and supports equal participation in training, leadership, and entrepreneurship.

Digital Inclusion

Digital access and literacy are central to the IAP's vision of a smart, future-ready city. One notable example is the participatory branding activity that engaged students from the 1st Vocational High School in naming and designing the visual identity of the Youth Entrepreneurship Hub—now known as "THE NEST." This process not only fostered digital creativity and civic engagement among young people but also demonstrated how digital tools can support inclusive placemaking and stakeholder ownership.

Green Transition

Environmental sustainability is embedded across the plan's actions—from energy upgrades in the Kanaria hub to the expansion of micromobility and urban greening. The IAP prioritizes climate-conscious infrastructure, circular entrepreneurship, and low-carbon mobility solutions. These interventions support Korydallos' broader vision of a greener urban identity aligned with the EU Green Deal and local environmental goals.

The integrated approach of Korydallos' IAP ensures coherence between governance, spatial transformation, and thematic innovation. This is achieved through the collaborative work of the ULG, which brings together municipal departments, local businesses, NGOs, educational and research institutions, and citizens' associations. Through regular meetings and participatory activities, these stakeholders jointly shape priorities, align resources, and monitor progress. Their cooperation strengthens the links between policy planning and implementation, while fostering innovation in areas such as green entrepreneurship, circular economy, and social inclusion. In this way, the social,

environmental, and economic dimensions of sustainability are advanced in an integrated manner, anchored in the values of inclusivity, transparency, and resilience.

A crucial dimension of the Integrated Action Plan's development is the dynamic interaction that unfolds among stakeholders during the project's transnational meetings. Stakeholders are encouraged to articulate their expectations, concerns, and ideas in an open and collaborative environment. This consistent flow of feedback enriches the planning process with diverse perspectives, allowing the municipality to validate priorities and refine interventions in response to real community needs. Beyond feedback, the meetings facilitate a meaningful exchange of experiences, enabling participants to share examples of local challenges, successful practices, and innovative approaches from their respective fields. Such cross-fertilization supports stakeholders in taking an active role in shaping the local action plan, contributing directly to defining the functions of the Kanaria hub, identifying complementary support services, and outlining feasible implementation pathways. The participatory culture cultivated the project fosters a sense of shared ownership and strengthens the legitimacy of the IAP, ensuring that proposed actions resonate with the community's aspirations and operational realities. Ultimately, the participatory process not only enhances the quality and coherence of the plan but also lays the groundwork for sustained collaboration during its implementation, reinforcing the long-term resilience and inclusivity of the transformation envisioned for the Kanaria neighborhood.

Challenging Areas & Strategic Objectives

The strategic objectives for Korydallos' IAP aim to tackle the pressing challenges of urban connectivity, environmental sustainability, and citizen engagement. By addressing these issues, the municipality seeks to empower its residents, foster innovation, and promote sustainable urban regeneration. These objectives are the following:

- **Strategic Objective 1: Strengthen participatory governance and foster human capital and entrepreneurship**
- **Strategic Objective 2: Promote green sustainability**

Areas of Intervention

The three (3) Areas of Intervention for the Municipality of Korydallos are the following:

1st Area of Intervention – Inclusive Governance and Civic Engagement

The first area focuses on fostering active citizen participation and promoting innovation through accessible opportunities for entrepreneurship.

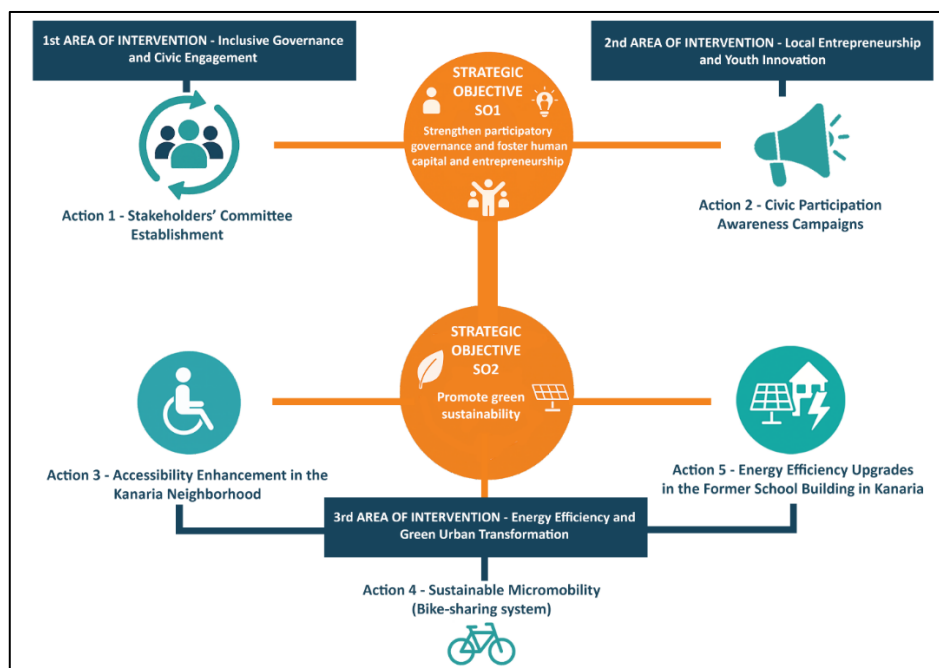
2nd Area of Intervention – Local Entrepreneurship and Youth Innovation

The second area of intervention focuses on supporting and strengthening local entrepreneurship as a key driver for sustainable economic development and social inclusion. The aim is to empower young people, women, and underrepresented groups to actively participate in the local economy by creating the conditions for innovation, start-up creation, and small business growth.

3rd Area of Intervention - Energy Efficiency and Green Urban Transformation

The third area of intervention aims to address the municipality's aging infrastructure by implementing advanced energy-saving technologies to reduce carbon emissions and enhance sustainability, increase the green spaces, improve environmental quality and promote environmentally friendly transportation solutions.

From Vision to Action | Kanaria Neighborhood, Korydallos



Actions

All actions proposed in the Integrated Action Plan (IAP) of the Municipality of Korydallos are strategically designed to address the city's main challenges and are structured according to clearly defined specific objectives. These actions form the operational backbone of the IAP and represent concrete steps toward achieving the overarching goals of sustainable urban development, social inclusion, and green transition.

Each action has been developed through a participatory process involving key stakeholders and members of the ULG, ensuring that the interventions are rooted in the real needs of the local community. The municipality has made a conscious effort to ensure that all actions are aligned with the SMART criteria—Specific, Measurable, Achievable, Relevant, and Time-bound—providing a solid framework for efficient implementation, progress monitoring, and impact evaluation.

The following section presents a detailed breakdown of the actions under each specific objective, including implementation timelines, expected outputs, related activities, and potential concerns or risks associated with delivery. This structure supports transparency, coherence, and adaptability throughout the implementation phase of the IAP.

ACTIONS related to SO1:

STRATEGIC OBJECTIVE SO1: Strengthen participatory governance and foster human capital and entrepreneurship						
1 st Area of Intervention - Inclusive Governance and Civic Engagement						
Action	Intended Result	Resources / Assets	Lead Agency	Key partners	Type	Timescale
Stakeholders' Committee Establishment	Inclusive governance structure aimed at ensuring the participatory planning, implementation, and long-term management of the transformation of the former school building in Kanaria into a Youth Entrepreneurship Hub.	Stakeholders from ULG, municipal staff, facilitation tools	Municipality of Korydallos	Educational institutions, local NGOs, youth representatives	Governance / Coordination	Short Term
2nd Area of Intervention - Local Entrepreneurship and Youth Innovation						
Civic Participation Awareness Campaigns	Increased citizen engagement and awareness on participatory planning processes	Communication experts, printed/digital media, community spaces	Municipality of Korydallos	Schools, civil society organizations	Awareness-raising / Engagement	Short Term

ACTIONS related to SO2

STRATEGIC OBJECTIVE SO2: Promote green sustainability						
3rd Area of Intervention - Energy Efficiency and Green Urban Transformation						
Action	Intended Result	Resources / Assets	Lead Agency	Key partners	Type	Timescale
Accessibility Enhancement in the Kanaria Neighborhood	Improved walkability, physical access, and inclusive urban infrastructure for residents and vulnerable users	ROP "ATTICA" 2021-2027, inclusive design guidelines, accessibility audits, tactile materials, ramps, signage	Municipality of Korydallos	Disability advocacy groups, urban designers, civil society, residents	Inclusive green infrastructure	Medium Term
Sustainable Micromobility (Bike-sharing system)	Promotion of low-emission transportation and reduced car dependency in Kanaria Neighborhood	ROP "ATTICA" 2021-2027, bike-sharing stations, electric bicycles, digital access system	Municipality of Korydallos	Transport authorities, mobility providers	Sustainable mobility	Medium Term
Energy Efficiency Upgrades in the Former School Building in Kanaria	Full-scale implementation of energy upgrades (e.g., insulation, PVs, green roofs)	Green Fund, Construction firms, energy-efficient materials, design plans	Municipality of Korydallos	Contractors, energy experts	Climate adaptation / Infrastructure	Long Term

SECTION 3 - ACTION PLANNING DETAILS

This section provides a detailed breakdown of each action, including their objectives, key stakeholders, required resources, and expected outcomes. Together, these actions form the backbone of the municipality's plan to address its challenges while capitalizing on its strengths to foster a green and inclusive urban transformation.

The proposed actions, such as the energy efficiency upgrades in municipal infrastructure, and the implementation of eco-friendly mobility solutions, reflect the commitment of Korydallos to innovation and sustainability. These initiatives not only align with local priorities but also strengthen links to broader regional and European strategies on sustainability, green transition, and social inclusion. Furthermore, risks, financial resources, and readiness assessments have been integrated into the planning process to ensure the feasibility and long-term success of these interventions.

Action 1 - Stakeholders' Committee Establishment		ACTION Owner Municipality of Korydallos	
Short Description Creation of a multi-stakeholder governance mechanism to guide the participatory redevelopment of the former school building in Kanaria, ensuring inclusivity, transparency, and long-term community engagement in the Youth Entrepreneurship Hub's operation.	Stakeholders Municipality of Korydallos 1 st Vocational High School University of West Attica Local Business Associations NGOs (ANASA ZOIS, local entrepreneurship initiatives) Residents of the Kanaria Neighborhood	Links to Strategy Integrated Territorial Investment (I.T.I.) of West Athens 2021-2027 – Aligning with regional urban regeneration efforts. EU Green Deal and Sustainable Growth Strategy – Ensuring eco-friendly urban transformation and innovation.	Risks Limited or unbalanced stakeholder participation. Potential delays in coordination and decision-making. Lack of long-term engagement mechanisms.
		Finance & Resources 50.000,00 € (Municipal Budget)	ACTION Readiness Initial stakeholder mapping completed. Engagement strategy under development.

Activity	Dates	Indicators	Outputs	Related Activities	Problems concerns
1.1 Initial stakeholder outreach & engagement	March 2026	Number of stakeholders engaged Level of commitment	Confirmed participation of all key actors	ULG meetings	Limited early commitment from private sector
1.2 Definition of committee structure & scope	April 2026	Existence of official documents Stakeholder validation	Governance charter, terms of reference	Youth Entrepreneurship Hub development	Consensus building among diverse actors
1.3 Launch of the Stakeholders' Committee	May 2026	Attendance records Documented framework	First meeting held; decision-making framework established	Related to ULG engagement process	Scheduling and coordination challenges
1.4 Ongoing facilitation and coordination	June 2026	Frequency of meetings Number of actions tracked	Regular meetings, documented decisions, progress reports	Monitoring of implementation of Youth Entrepreneurship Hub	Ensuring continuity and long-term participation

Action 2 - Civic Participation Awareness Campaigns		ACTION Owner Municipality of Korydallos	
Short Description Design and implementation of public information and awareness campaigns to promote participatory governance, inclusive urban development, and citizen engagement in the green and digital transition of the city. The campaigns will target local residents, students, and key stakeholder groups, with a focus on the transformation of the Kanaria area and the COPE project values.	Stakeholders Municipality of Korydallos 1 st Vocational High School University of West Attica Local Business Associations NGOs (ANASA ZOIS, local entrepreneurship initiatives) Residents of the Kanaria Neighborhood	Links to Strategy Integrated Territorial Investment (I.T.I.) of West Athens 2021-2027 – Aligning with regional urban regeneration efforts. EU Green Deal and Sustainable Growth Strategy – Ensuring eco-friendly urban transformation and innovation.	Risks Low participation or community interest. Lack of continuity in awareness after campaign ends. Limited visibility across diverse social groups.
		Finance & Resources 50.000,00 € (Municipal Budget)	ACTION Readiness Communication plan under preparation. Preliminary stakeholder collaboration initiated. Initial messaging strategy aligned with IAP milestones.

Activity	Dates	Indicators	Outputs	Related Activities	Problems concerns
2.1 Awareness Campaign 1: Raising awareness on participatory governance & citizen engagement	March 2026	Number of printed materials distributed Social media engagement metrics	Printed materials (posters, leaflets), social media content	Stakeholders' Committee Engagement	Limited public interest or engagement from older citizens
2.2 Awareness Campaign 2: Promoting youth participation and co-design in the Kanaria intervention area	May 2026	Number of students and schools involved Quality of interaction	School workshops, interactive sessions, educational presentations	Youth entrepreneurship activities	Limited participation from students or schools
2.3 Awareness Campaign 3: Informing about the environmental impact and benefits of green transition	July 2026	Attendance in info days Public feedback collected	Info days, open discussions, visual material in public spaces	Actions for Energy Efficiency & Tree Planting	Low awareness of sustainability issues in certain groups
2.4 Awareness Campaign 4: Promoting sustainable mobility & micro-mobility solutions (bike sharing etc)	September 2026	Usage statistics of mobility solutions Citizen feedback	Local campaigns, e-content, info signage near mobility stations	Sustainable Micromobility Action	Lack of safe infrastructure may reduce citizen trust
2.5 Evaluation and Feedback of Campaigns	November 2026	Number of respondents Engagement rate Quality of feedback	Report on reach and feedback of campaigns, lessons learned for future actions	Monitoring of communication activities and ULG review	Lack of accurate tools for measuring engagement impact

Action 3 - Accessibility Enhancement in the Kanaria Neighborhood		ACTION Owner Municipality of Korydallos	
Short Description This action aims to improve physical and social accessibility in the Kanaria neighborhood by implementing targeted infrastructure upgrades for people with reduced mobility (e.g., elderly, persons with disabilities), improving pedestrian safety, and ensuring inclusive access to public spaces and services. The intervention supports equity and enhances the quality of life for all residents.	Stakeholders Municipality of Korydallos NGOs and disability advocacy groups Local residents and elderly associations Urban Planning and Infrastructure Services	Links to Strategy Integrated Territorial Investment (I.T.I.) of West Athens 2021-2027 – Aligning with regional urban regeneration efforts. EU Green Deal and Sustainable Growth Strategy – Ensuring eco-friendly urban transformation and innovation.	Risks Delays in urban licensing or utility network modifications. Potential community concerns regarding construction disturbances. Underuse if accessibility improvements are not accompanied by awareness efforts.
		Finance & Resources 250.000,00 € (ROP "ATTICA" 2021-2027)	ACTION Readiness Low to moderate – Pre-feasibility phase underway. Technical and social mapping needed before detailed planning.

Activity	Dates	Indicators	Outputs	Related Activities	Problems concerns
3.1 Accessibility audit of public spaces, sidewalks, and municipal facilities in Kanaria	January 2026	Number of locations audited Completeness of mapping report	Mapping report identifying obstacles, risks, and accessibility gaps	ULG engagement, technical assessment	Lack of accurate data or user input
3.2 Design and planning of targeted interventions (ramps, tactile paving, signage, rest spots)	March 2026	Number of interventions designed Stakeholder approval rate	Final technical plan with cost estimates and implementation timeline	Stakeholder consultation, spatial redesign planning	Technical limitations on narrow streets
3.3 Construction of accessibility infrastructure in priority sites (ramps, tactile guides, etc.)	December 2026	Number of infrastructure elements installed User satisfaction surveys	Installed infrastructure in schools, sidewalks, and local services area	Monitoring from social and technical teams	Delays due to weather or contractor availability
3.4 Public awareness campaign on inclusive mobility and citizen rights	March 2027	Event attendance Number of distributed materials Feedback scores	Flyers, events, and workshops on accessibility and participation	Related to Civic Participation Awareness Campaigns	Low engagement if not supported by schools and NGOs
3.5 Evaluation and follow-up with local stakeholders and disability advocates	May 2027	Feedback forms collected Participation by disability groups	Evaluation report and user feedback for future planning	ULG meetings and follow-up survey	Insufficient representation of all vulnerable user groups

Action 4 - Sustainable Micromobility (Bike-sharing system)		ACTION Owner Municipality of Korydallos	
Short Description Deployment of a small-scale e-bike sharing system in the Kanaria neighborhood to promote sustainable and active local transportation. The action includes the procurement of electric bicycles, the installation of smart charging and docking stations, and the integration of a basic user-access platform. The intervention aims to encourage eco-friendly mobility, reduce short-distance car use, and improve connectivity within the neighborhood.	Stakeholders Municipality of Korydallos 1 st Vocational High School University of West Attica Local Business Associations NGOs (ANASA ZOIS, local entrepreneurship initiatives)	Links to Strategy Integrated Territorial Investment (I.T.I.) of West Athens 2021-2027 – Aligning with regional urban regeneration efforts. EU Green Deal and Sustainable Growth Strategy – Ensuring eco-friendly urban transformation and innovation.	Risks Resistance to change in mobility patterns. Maintenance and vandalism of equipment. Limited user engagement if awareness campaigns are not effective.
		Finance & Resources 85.000,00 € (ROP "ATTICA" 2021-2027)	ACTION Readiness Moderate – Design and co-planning stages initiated, procurement planning in progress

Activity	Dates	Indicators	Outputs	Related Activities	Problems concerns
4.1 Procurement and delivery of public-use electric bicycles	January 2026	Number of bikes delivered Compliance with technical specs	Arrival of modern, eco-friendly e-bikes designed for urban bike-sharing systems	Urban mobility planning	Delays in delivery or supplier availability
4.2 Installation of locking and charging stations for e-bikes	March 2026	Number of stations installed Operational readiness	Operational docking points across the city with automatic charging capability	Infrastructure upgrades	Urban space constraints; connection to electricity grid
4.3 Development and deployment of remote management system for devices	May 2026	System uptime rate Successful integration test reports	Platform for monitoring and controlling charging stations and bicycle status	Smart city integration	Technical compatibility and network stability
4.4 Launch of web & mobile user applications for bike-sharing access and navigation	July 2026	App downloads User registration and feedback ratings	Functional apps for citizens to locate, unlock, and reserve bikes in real-time	Digital communication & awareness campaigns	Digital literacy barriers; app usability
4.5 Implementation of data management platform for the micromobility system	September 2026	System analytics functionality GDPR compliance certification	Centralized data platform with analytics and system coordination tools	Urban transport monitoring	Data privacy, GDPR compliance
4.6 Installation of supporting electricity infrastructure (only if required by technical design)	December 2026	Number of stations requiring upgrades Installation timeline compliance	Grid connections for stations where local capacity is insufficient	Utility coordination	Delay in permits or utility availability

Action 5 - Energy Efficiency Upgrades in the Former School Building in Kanaria		ACTION Owner Municipality of Korydallos	
Short Description Comprehensive renovation and energy efficiency upgrade of the former 12 th Primary School building located in the Kanaria neighborhood. The three-storey building will be transformed into a low-energy, environmentally friendly Youth Entrepreneurship Hub, including thermal insulation, new energy-efficient windows, HVAC systems, photovoltaic panels, LED lighting, accessibility upgrades, and office space creation. The intervention promotes sustainability, innovation, and social inclusion.	Stakeholders Municipality of Korydallos 1 st Vocational High School University of West Attica Local Business Associations NGOs (ANASA ZOIS, local entrepreneurship initiatives) Residents of the Kanaria Neighborhood	Links to Strategy Integrated Territorial Investment (I.T.I.) of West Athens 2021-2027 – Aligning with regional urban regeneration efforts. EU Green Deal and Sustainable Growth Strategy – Ensuring eco-friendly urban transformation and innovation.	Risks Bureaucratic delays in permitting and procurement procedures. Disruptions due to the aging structure of the building. Technical complexity of combining energy upgrades with full interior renovation. Coordination challenges among contractors and suppliers. Risk of cost overruns due to inflation or market fluctuations.
		Finance & Resources 950.000,00 € (Green Fund – Ministry of Environment and Energy)	ACTION Readiness Preliminary architectural and technical study completed. Detailed design and planning phase in progress. Stakeholder engagement underway

Activity	Dates	Indicators	Outputs	Related Activities	Problems concerns
5.1 Removal of damaged insulation and installation of new thermal insulation on the building envelope	September 2026	Thermal performance improvement (before/after) Energy audit results	Improved thermal protection and reduction of energy loss	Energy efficiency planning	Structural deterioration of exterior surfaces
5.2 Replacement of old metal windows with double-glazed, energy-efficient frames	November 2026	Number of windows replaced U-value improvement	Enhanced insulation and reduced thermal bridging	Coordinated with HVAC and envelope upgrades	Delays in procurement and installation logistics
5.3 Interior layout works for three floors, including creation of office spaces and accessible WCs	February 2027	Usable office space (sqm) Number of accessible WCs created	Fully functional Youth Entrepreneurship Hub with accessible sanitary infrastructure	Social infrastructure for entrepreneurship	Compliance with accessibility codes; complexity of redesign
5.4 Installation of new electrical panel, structured cabling, and LED lighting with smart controls	April 2027	Energy savings from lighting system Number of smart lighting units installed	Energy-efficient lighting network with automation	Smart building integration	Compatibility with old wiring; potential system upgrades
5.5 Installation of HVAC units with heat pump and photovoltaic panels on the roof	June 2027	KW of installed capacity (HVAC and PV) CO2 reduction estimates	Use of renewable energy sources for heating, cooling, and power	Climate neutrality and emissions reduction	Load capacity of rooftop; alignment with energy systems
5.6 Landscaping, accessibility upgrades, and installation of urban furniture in surrounding area	September 2027	Area landscaped (sqm) Number of accessible features/furniture units installed	Renovated and accessible outdoor space with greenery and public seating	Final stage of green and inclusive infrastructure	Maintenance planning; cohesion with local urban environment

SECTION 4 – IMPLEMENTATION FRAMEWORK

The successful delivery of the Integrated Action Plan IAP in Korydallos requires a coordinated and inclusive implementation framework that ensures alignment with strategic objectives, participatory engagement, and timely execution of actions. The Municipality of Korydallos will oversee the plan's implementation, supported by a network of local and regional stakeholders, in close cooperation with the Urbact Local Group (ULG) formed during the COPE project.

The implementation framework is structured around the following key pillars:

- Governance
- Ongoing Stakeholder Engagement
- Overall costings and funding strategy
- Overall Timeline
- Risk Assessment
- Monitoring and Reporting

Governance

The governance structure of the Integrated Action Plan (IAP) in Korydallos is designed to ensure transparent coordination, inclusive participation, and efficient delivery of actions across all stages of implementation. At the core of this structure is a collaborative model that builds upon the mechanisms and partnerships developed through the COPE project, particularly the URBACT Local Group (ULG).

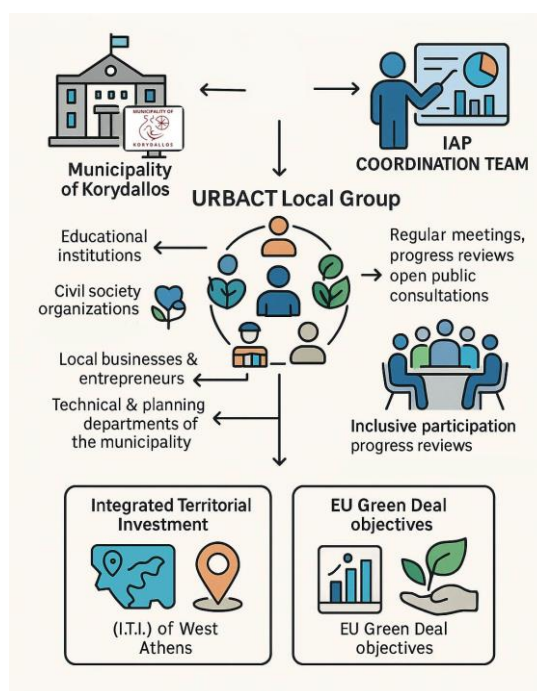
The Municipality of Korydallos will serve as the main implementing authority and will oversee the strategic alignment, administrative management, and coordination of resources. A dedicated IAP coordination team within the municipal Department of Research, Local Development, and Planning will be responsible for monitoring progress, liaising with stakeholders, and ensuring compliance with funding and regulatory requirements.

The ULG initially formed under the COPE project, will be maintained and further institutionalized as a permanent advisory and consultative body. It will include representatives from:

- Municipal Departments (Planning, Technical Services, Social Services)

- Educational Institutions (e.g., 1st Vocational High School, University of West Attica)
- Civil Society Organizations and NGOs (e.g., ANASA ZOIS, youth and entrepreneurship initiatives, local film club)
- Local Businesses Association
- Neighborhood Residents and Community Groups, especially from the Kanaria neighborhood

Figure 5: Governance Structure



This multi-stakeholder platform will support decision-making, provide feedback on action implementation, and ensure that diverse local voices—particularly those of youth, women, and vulnerable groups—are reflected in the governance process.

Regular meetings, progress reviews, and open public consultations will be integrated into the governance framework to promote accountability, responsiveness, and continuous improvement. The governance model will also ensure synergy with regional and national policy frameworks, including the Integrated Territorial Investment (I.T.I.) of West Athens and the objectives of the EU Green Deal.

Through this structure, the IAP governance model aims to foster transparent leadership, shared ownership, and a long-term culture of inclusive and participatory urban governance.

Ongoing Stakeholders Engagement

The Integrated Action Plan for Korydallos has been shaped through a collaborative and participatory process that places stakeholder engagement at the heart of its implementation. Building on the strong foundation established during the COPE project and the ULG activities, the municipality aims to maintain and strengthen stakeholder involvement throughout the IAP lifecycle.

The ongoing engagement of stakeholders ensures that the proposed actions remain aligned with community needs, local knowledge is continuously integrated, and momentum for transformative change is sustained. The municipality recognizes that long-term success requires not only technical and financial planning but also the active support and ownership of local actors.

To facilitate ongoing engagement, the municipality will:

- Maintain the ULG as a permanent advisory structure
- Organize quarterly stakeholder forums to review progress, gather feedback, and co-design implementation steps
- Use digital platforms (e.g., surveys, updates, interactive maps) to ensure wider outreach and inclusive input
- Promote youth engagement through school projects, local innovation challenges, and environmental awareness campaigns

Additionally, the Municipality of Korydallos is actively participating in the WISH CITIES Network (Wellbeing Integrated System Cities), one of the ten Innovation Transfer Networks funded under URBACT IV. The network focuses on enhancing child and youth wellbeing, with a strong emphasis on reducing economic and educational inequalities. Participating cities include Milan (Lead Partner), Vila Nova de Gaia, Valmiera, Cartagena, Pori, Korydallos, and Dublin.

WISH CITIES builds upon the successful UIA-funded practice of the City of Milan and promotes a new culture of cooperation across municipalities and stakeholders. In this

context, Korydallos engages in a process of understanding, adapting, and applying Milan's good practice through exchanges, joint learning, and the implementation of an Investment Plan with Local Action Groups.

The parallel implementation of COPE and WISH CITIES in Korydallos creates a unique opportunity for synergy, especially in areas such as youth empowerment, inclusive participation, digital transformation, and urban wellbeing. The coordinated engagement processes reinforce each other, establishing a cohesive and forward-looking model of stakeholder collaboration. Specifically, the COPE project is fully aligned with the WISH CITIES framework through its focus on the planned interventions within the hub in the Kanaria Neighborhood, directly contributing to the WISH CITIES' key pillar "Neighborhood Hubs".

Overall costings and funding strategy

The process of developing actions at the local level, through co-design activities with the URBACT Local Group and the implementation of Testing Actions, played a pivotal role in shaping the funding strategy. These locally-driven activities helped identify realistic and context-specific priorities, which were subsequently aligned with appropriate funding opportunities such as the Regional Operational Programme "Attica" and the Green Fund. The total estimated budget for the implementation of the IAP amounts to 1.385.000€.

The funding and resource allocation per action are as follows:

Action 1 – Stakeholders' Committee Establishment and **Action 2 – Civic Participation Awareness Campaigns** are supported directly through the Municipal Budget, with a total investment of 100.000,00 €.



Action 3 – Accessibility Enhancement in the Kanaria Neighborhood will be funded through the ROP "Attica" 2021–2027, with an allocated budget of 250.000,00 €.

Action 4 – Sustainable Micromobility (Bike-sharing system), will also be financed by the ROP "Attica" 2021–2027 and it is budgeted at 85.000,00 €.



Action 5 – Energy Efficiency Upgrades in the Former School Building in Kanaria, with a total cost of 950.000,00 €, will be funded through the Green Fund under the Ministry of Environment and Energy.

Each action is backed by detailed technical plans and aligned with the broader goals of sustainable urban development, social inclusion, and environmental performance. The cost estimations are based on market analysis, engineering studies, and anticipated implementation timelines.

The Municipality of Korydallos is committed to ensuring efficient use of public resources and maximizing the impact of each euro invested. In parallel, the city will continue to seek complementary funding sources—where necessary—for scaling and replicating successful actions, leveraging its participation in the Integrated Territorial Investment (I.T.I.) of West Athens and aligning with EU initiatives.

This financial framework reinforces the city’s long-term vision for an inclusive, innovative, and climate-resilient urban future.

Overall Timeline

The implementation of the Integrated Action Plan for the Municipality of Korydallos is planned over a period spanning from January 2026 to December 2027. This timeline ensures adequate time for preparation, coordination, stakeholder engagement, and the smooth execution of all foreseen actions.

The actions are scheduled in a sequential and complementary manner, allowing governance structures, awareness activities, and planning processes to lay the groundwork for physical interventions such as energy upgrades, mobility improvements, and accessibility enhancements. The structured rollout is designed to maximize synergies between the actions and align with funding timelines and municipal capacity.

The following Gantt diagram presents a visual overview of the proposed timeframe for each action and its corresponding activities.

IAP - MUNICIPALITY OF KORYDALLOS					Start : 1/1/2026		End: 30/9/2027																			
Code	Name	Responsible	Start	Finish	01/2026	02/2026	03/2026	04/2026	05/2026	06/2026	07/2026	08/2026	09/2026	10/2026	11/2026	12/2026	01/2027	02/2027	03/2027	04/2027	05/2027	06/2027	07/2027	08/2027	09/2027	
ACTION 1 Stakeholders' Committee Establishment			1/3/2026	30/6/2026																						
1,1	Initial stakeholder outreach & engagement	Municipality of Korydallos	1/3/2026	31/3/2026																						
1,2	Definition of committee structure & scope	Municipality of Korydallos	1/4/2026	30/4/2026																						
1,3	Launch of the Stakeholders' Committee	Municipality of Korydallos	1/5/2026	31/5/2026																						
1,4	Ongoing facilitation and coordination	Municipality of Korydallos	1/6/2026	30/6/2026																						
ACTION 2 Civic Participation Awareness Campaigns			1/3/2026	30/11/2026																						
2,1	Awareness Campaign 1: Raising awareness on participatory governance & citizen engagement	Municipality of Korydallos	1/3/2026	31/3/2026																						
2,2	Awareness Campaign 2: Promoting youth participation and co-design in the Kanaria intervention area	Municipality of Korydallos	1/5/2026	31/5/2026																						
2,3	Awareness Campaign 3: Informing about the environmental impact and benefits of green transition	Municipality of Korydallos	1/7/2026	31/7/2026																						
2,4	Awareness Campaign 4: Promoting sustainable mobility & micro-mobility solutions (bike sharing etc)	Municipality of Korydallos	1/9/2026	30/9/2026																						
2,5	Evaluation and Feedback of Campaigns	Municipality of Korydallos	1/11/2026	30/11/2026																						
ACTION 3 Accessibility Enhancement in the Kanaria Neighborhood			1/1/2026	31/5/2027																						
3,1	Accessibility audit of public spaces, sidewalks, and municipal facilities in Kanaria	Municipality of Korydallos	1/1/2026	31/1/2026																						
3,2	Design and planning of targeted interventions (ramps, tactile paving, signage, rest spots)	Municipality of Korydallos	1/3/2026	31/3/2026																						
3,3	Construction of accessibility infrastructure in priority sites (ramps, tactile guides, etc.)	Municipality of Korydallos	1/12/2026	31/12/2026																						
3,4	Public awareness campaign on inclusive mobility and citizen rights	Municipality of Korydallos	1/3/2027	31/3/2027																						
3,5	Evaluation and follow-up with local stakeholders and disability advocates	Municipality of Korydallos	1/5/2027	31/5/2027																						
ACTION 4 Sustainable Micromobility (Bike-sharing system)			1/1/2026	31/12/2026																						
4,1	Procurement and delivery of public-use electric bicycles	Municipality of Korydallos	1/1/2026	31/1/2026																						
4,2	Installation of locking and charging stations for e-bikes	Municipality of Korydallos	1/3/2026	31/3/2026																						
4,3	Development and deployment of remote management system for devices	Municipality of Korydallos	1/5/2026	31/5/2026																						
4,4	Launch of web & mobile user applications for bike-sharing access and navigation	Municipality of Korydallos	1/7/2026	31/7/2026																						
4,5	Implementation of data management platform for the micromobility system	Municipality of Korydallos	1/9/2026	30/9/2026																						
4,6	Installation of supporting electricity infrastructure (only if required by technical design)	Municipality of Korydallos	1/12/2026	31/12/2026																						
ACTION 5 Energy Efficiency Upgrades in the Former School Building in Kanaria			1/9/2026	30/9/2027																						
5,1	Removal of damaged insulation and installation of new thermal insulation on the building envelope	Municipality of Korydallos	1/9/2026	30/9/2026																						
5,2	Replacement of old metal windows with double-glazed, energy-efficient frames	Municipality of Korydallos	1/11/2026	30/11/2026																						
5,3	Interior layout works for three floors, including creation of office spaces and accessible WCs	Municipality of Korydallos	1/2/2027	28/2/2027																						
5,4	Installation of new electrical panel, structured cabling, and LED lighting with smart controls	Municipality of Korydallos	1/4/2027	30/4/2027																						
5,5	Installation of HVAC units with heat pump and photovoltaic panels on the roof	Municipality of Korydallos	1/7/2027	31/7/2027																						
5,6	Landscaping, accessibility upgrades, and installation of urban furniture in surrounding area	Municipality of Korydallos	1/9/2027	30/9/2027																						

Risk Assessment

Implementing the Integrated Action Plan (IAP) of the Municipality of Korydallos involves a complex set of actions, actors, and financing streams. As such, a structured and proactive approach to risk assessment is essential to anticipate challenges, prevent delays, and ensure the long-term success of the plan. Risk management is an integral part of the governance and delivery framework of the IAP and supports informed decision-making throughout the implementation process.

The risk assessment strategy includes identifying potential risks across four key domains: administrative, financial, operational, and other external or unforeseen risks. Each identified risk is then evaluated in terms of:

- Likelihood – The probability of the risk occurring during the IAP implementation.
- Impact – The estimated consequences of the risk on the timeline, quality, or budget of the actions.
- Prevention Measures – Actions to minimize the likelihood of the risk arising.
- Mitigation Measures – Strategies to reduce or manage the impact of the risk if it occurs.

This approach allows the Municipality of Korydallos and its implementation partners to maintain flexibility, respond to uncertainties, and ensure continuity in the delivery of key actions. It also provides transparency and accountability to stakeholders, funders, and the broader community.

The following Risk Analysis Table outlines the most significant risks identified under each category and the corresponding strategies for prevention and mitigation. This table will be updated periodically during implementation and monitored by the IAP Coordination Team in collaboration with the Stakeholders' Committee and URBACT Local Group.

Risk Analysis Table	Description of the Risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
Administrative Risks	1. Bureaucratic delays in permitting, licensing, or procurement processes.	Medium	High	Early engagement with authorities; timeline buffers.	Close follow-up; flexible rescheduling.
	2. Lack of coordination among municipal departments and external partners.	Medium	Moderate	Clear roles, regular coordination meetings.	Conflict resolution structures; progress tracking.
	3. Delays in stakeholder approvals or public consultations.	Medium	Moderate	Advance scheduling of consultations; early notice.	Streamlined approval processes; alternative engagement formats.
Financial Risks	1. Budget overruns due to inflation or increased material costs.	Medium	High	Conservative estimates; 10–15% contingency.	Adjust scope if needed; seek additional funds.
	2. Delays in fund disbursement from managing authorities.	Low	Moderate	Timely submissions and follow-ups.	Use of bridging finance; prioritization of essential tasks.
	3. Underestimation of maintenance and lifecycle costs of infrastructure.	Medium	Moderate	Include maintenance projections in budget planning.	Schedule periodic reviews and corrective adjustments.
Operational Risks	1. Technical complexity in retrofitting aging infrastructure.	Medium	High	Pre-assessment and feasibility studies.	Adjust design; hire specialized contractors.
	2. Vandalism or theft of e-bikes, devices, or public furniture.	Low	Moderate	Community engagement; awareness campaigns.	Municipal monitoring and rapid repair response.
	3. Delays due to weather conditions or unforeseen construction issues.	Medium	Moderate	Seasonal planning; protective measures for worksites.	Rescheduling buffers; emergency response plans.
Other Risks	1. Low participation in civic awareness campaigns.	Medium	Moderate	Varied communication formats and channels.	More targeted outreach; repeated events.
	2. Resistance to behavioral change in mobility patterns.	Medium	Moderate	Educational workshops, pilot programs.	Incentives; Improved service quality.
	3. Exclusion of vulnerable groups from participatory processes.	Medium	Moderate	Inclusive outreach strategies; use of accessible venues.	Regular evaluation and re-adaptation of engagement methods.

Monitoring and Reporting

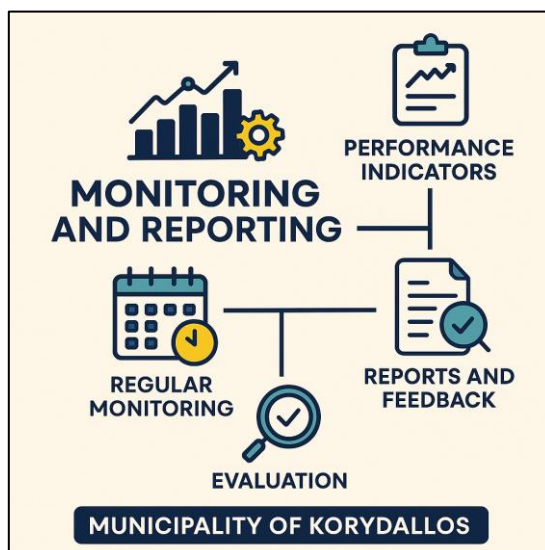
The monitoring and reporting framework for the Integrated Action Plan (IAP) of the Municipality of Korydallos is essential to ensure the transparency, accountability, and effectiveness of the implementation process. This framework is designed to track progress against defined objectives, identify emerging challenges, and support evidence-based decision-making throughout the life cycle of the plan.

Monitoring will be carried out by the IAP Coordination Team within the municipal Department of Research, Local Development, and Planning. This team will be responsible for collecting and analyzing data related to the execution of each action, preparing progress updates, and ensuring that results align with expected outputs and performance indicators. Monitoring will be both qualitative and quantitative, encompassing physical implementation, stakeholder engagement, financial disbursement, and policy alignment.

Each action included in the IAP is linked to specific deliverables and timelines, as outlined in the action planning section. Progress will be tracked through:

- Monthly Internal Reviews led by the IAP Coordination Team.
- Quarterly Reports to be presented to the Stakeholders' Committee and URBACT Local Group (ULG), detailing achievements, delays, and any adjustments.
- Mid-term and Final Evaluations, assessing overall performance, impact, and lessons learned for potential scaling or replication.
- Public transparency will also be ensured through the publication of reports and updates on the municipality's website and through community platforms. Feedback mechanisms, including digital surveys and in-person consultations, will remain active to integrate citizen input into the implementation process.
- Finally, reporting will also serve to maintain compliance with funding bodies, such as the Regional Operational Programme "Attica" and the Green Fund, by adhering to their monitoring and auditing requirements. The Municipality of Korydallos commits to using monitoring insights to continuously refine strategies, address emerging needs, and foster a results-driven culture of urban development.

Figure 6: Monitoring and Reporting Process - Municipality of Korydallos



Conclusion

The Integrated Action Plan of the Municipality of Korydallos represents a transformative and forward-looking roadmap toward a more inclusive, sustainable, and resilient urban future. Rooted in the real needs of the community and shaped by broad stakeholder engagement, the IAP serves as both a strategic framework and an operational tool for implementing targeted interventions that address long-standing urban challenges, particularly in the Kanaria neighborhood.

By combining participatory governance, social inclusion, youth empowerment, and green urban regeneration, Korydallos demonstrates its commitment to the core values of the COPE project and the principles of the EU Green Deal.

The IAP has been developed with a clear emphasis on coherence, feasibility, and long-term impact. The actions included are structured, SMART-aligned, and supported by a robust implementation and monitoring framework, ensuring that the city can adapt to emerging needs while remaining focused on strategic goals.

Ultimately, the success of this plan will depend on the continued commitment of all involved actors, municipal authorities, civil society, local businesses, educational institutions, and residents. Through ongoing collaboration, transparent governance, and shared ownership, Korydallos is poised to become a model of place-based innovation and equitable urban transformation in West Athens.