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INVESTMENT PLAN

MUNICIPALITY OF KORYDALLOS

MUNICIPALITY OF



KORYDALLOS

July 2026

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Executive summary

The Municipality of Korydallos is embarking on a transformative journey to bridge the "opportunity gap" for its youth. By establishing the "Nest" Innovation Hub, the city transitions from fragmented services to an integrated ecosystem. This plan outlines a holistic strategy that combines physical infrastructure (supported by the URBACT COPE project) with social and digital activation (supported by WISH-CITIES) to foster youth wellbeing, public engagement and innovation.



Figure 1: Korydallos youth in action, carnival period

Contextual analysis

The Municipality of Korydallos is located west of the Athens basin, positioned between Athens and Piraeus. It is a highly active Municipality that promotes innovative actions and collaborates closely with Universities and civil society organizations to foster socio-economic wellbeing. However, there are certain challenges that limit the opportunities available to its youth and hinder their ability to thrive. These interlinked challenges deeply affect the wellbeing, social inclusion and active participation of young people, which the Municipality aims to address and resolve through the adoption of good practices gained through its participation in European programs, such as WISH-CITIES.

First, youth unemployment and social vulnerability remain significant concerns. According to ELSTAT 2021 Census baseline data, the Municipality of Korydallos has a total permanent population of 61,248 residents. Considering that young people aged 18-30 account for approximately 13%-14% of the total population in urban municipalities of Attica, Korydallos is home to an estimated 8,000 to 8,500 young residents. Concurrently, registered jobseeker data from the DYPA registry for the Municipality of Korydallos indicates a total of approximately 6,200 unemployed individuals across all age groups. Applying the regional age-distribution ratio of unemployment - where young people aged 18–30 consistently represent 16%–18% of total jobseeker - yields a proportional estimate of 1,000 to 1,150 unemployed young people in the Municipality. This translates to an estimated local youth unemployment rate of 22% - 25% within the local young workforce, creating what can be described as a “local opportunity gap.” Many young people lack access to information networks, skills-development programs and contemporary support structures for entrepreneurship, resulting in reduced economic prospects and increased risk of social exclusion.

Second, the Municipality actively dedicates its available spaces to a wide range of structured activities for youth aged 5 to 30, spanning sports, artistic creation and creative leisure. However, these initiatives are predominantly organized and driven top-down by the Municipality rather than by the young people themselves, leaving a gap in terms of youth

autonomy and free, self-directed expression. Through its participation in the WISH-CITIES network and by learning from models like Milan, Korydallos aims to evolve this approach. While traditional models often maintain strict, centralized control over youth spaces, the Municipality aspires to adopt new, good practices that transition towards giving genuine agency to young people, allowing them to take ownership, co-design and freely manage their own creative and collaborative processes.

Third, local ULG consultations highlighted a specific gap in youth civic engagement and structural organization. In Korydallos, young people are traditionally active through structured frameworks, such as sports clubs, school councils, parents' associations and cultural or traditional associations. They also participate in political youth organizations, university groups, or long-standing civic initiatives like the city's 40-year-old Cinema Club, which operates through democratic general assemblies to co-decide on programming. However, beyond these established, course-like or event-driven frameworks, there is a lack of informal youth-led collectives or associations that autonomously mobilize to claim public spaces or advocate for local policy changes. This is further complicated by the absence of an active national legislative framework for youth councils in Greece. Recognizing this gap, the Municipality is leveraging the WISH-CITIES network to foster a new culture of active citizenship. Through local consultations, Korydallos has invited young residents to organize, cooperate and take collective responsibility, using the network's tools to build stable channels of communication and co-decision making.

Together, these factors point to the need for an integrated, systemic response. The challenges are not isolated: the lack of opportunities weakens engagement, reduced engagement undermines wellbeing, limited wellbeing further decreases the ability of young people to participate, innovate and contribute. Addressing these issues requires an holistic ecosystem that brings together physical infrastructure, skills development, wellbeing services and participatory governance.

Insights from ULG discussions showed that many of the challenges identified in Korydallos - limited participation, weak sense of belonging, fragmented services and reduced wellbeing - are strongly connected to the absence of accessible, welcoming and youth-oriented spaces. Young people need a “place of their own”: a safe, visible and non-stigmatizing environment where they can meet, learn, create and seek support without barriers.

To address this, we plan to create a new space for young people in Korydallos. The establishment of a physical hub will allow multiple policy objectives to converge in one place. It will bring together wellbeing services, skills development, cultural and creative activities, as well as participatory processes. Moreover, the presence of a dedicated and permanent space strengthens trust between young people and the Municipality. It provides continuity, visibility and accessibility, which are essential for engaging young people. The building also acts as a symbolic investment in youth, signalling long-term municipal commitment to their wellbeing, creativity and active citizenship.

Finally, the “Nest Innovation Hub” is designed to be flexible and adaptive, allowing activities, services and governance models to evolve over time in response to changing youth needs. This ensures that the physical space remains relevant, inclusive and sustainable beyond the project lifecycle. Through the provision of collaborative spaces, entrepreneurial support, youth mental-health services and structured participation mechanisms, Korydallos aims to build a sustainable and youth-centered environment that strengthens social cohesion, fosters innovation and empowers young people to shape their own future.

Policy response and strategic alignment

The policy response to youth wellbeing in Greece is shaped by a combination of national, regional and local frameworks. At the national level, the Ministry of Education and Religious Affairs has developed strategies focusing on youth empowerment, digital skills, mental health prevention and social inclusion. Recent national programs emphasize the enhancement of

psychological support services for young people, digital safety initiatives and the promotion of youth participation in public life.

At the regional level, the Attica Regional Strategy for Social Inclusion highlights the need to reduce social vulnerabilities affecting young people, while the Regional Operational Programme (ROP) Attica supports actions related to education, innovation, social cohesion and access to culture. These policy frameworks prioritize actions that expand equal opportunities, strengthen mental health support systems and broaden access to meaningful recreation and cultural experiences for children and young adults.

At the city level, the Municipality of Korydallos has implemented a number of youth-related measures, including community-based psychosocial support and sports facilities. However, these efforts remain fragmented and do not yet constitute a fully integrated municipal strategy for youth wellbeing. The local consultations conducted through the ULG process revealed a strong need for a more coherent and holistic approach that aligns existing municipal actions with the national and regional policy directions.

Strategic priorities and specific objectives

The Innovation Hub concept responds directly to the above frameworks and seeks to strengthen four major strategic priorities:

- Youth participation and civic engagement: Establishing mechanisms that enable young people to influence local policies, co-design programs and participate meaningfully in municipal decision-making.
- Digital empowerment and safety: Offering digital education, training, creative media workshops and awareness-raising on safe online behavior.

- Access to culture, recreation and community-building opportunities: Creating inclusive spaces where young people can interact, participate in cultural activities and develop collaborative projects.
- Youth mental health and psychosocial wellbeing: Providing accessible support services, counselling, group interventions and wellbeing programs for young adults.

To anchor these strategic priorities into a physical reality, the Municipality of Korydallos is undertaking the restoration of a former school building located in the Kanaria neighborhood. This centrally located asset is fully owned by the Municipality, which has successfully secured the necessary funding for the building's restoration from the Green Fund. Through this structural infrastructure investment, the abandoned property is being transformed into a modern, multifunctional facility designed to serve as the core physical home for youth-led innovation and wellbeing. The building will act as a centralized, non-stigmatizing ecosystem where multiple policy streams converge, offering a dedicated co-working space, digital creative laboratories and counseling rooms under one roof.



Figure 2: The "NEST" Innovation Hub

Specific objectives

The objectives directly respond to the problems previously identified and outline what the Municipality of Korydallos aims to accomplish through the operation of the “Nest Innovation Hub”. Furthermore, the commitment to a physical space represents a tangible municipal commitment to young people. To ensure continuous progress, transparency and impact, these objectives are strictly structured, translating our strategic vision into concrete, measurable and timebound targets:

- **Objective 1: Empower children and young people to shape local policies**

In terms of youth participation and civic engagement, the primary goal is to empower children and young people to shape local policies. This will be achieved operationally by establishing one permanent Youth Advisory Council, with its complete institutional framework validated within the next 18 to 30 months. To support this structure and ensure that young residents have a meaningful voice in municipal decision-making, the Municipality will deliver at least four structured co-design workshops annually inside the Hub, fostering democratic literacy and youth leadership.

- **Objective 2: Improve youth wellbeing in the Municipality**

To directly tackle localized post-pandemic challenges, this objective focuses on improving youth wellbeing within the Municipality. The Hub will provide accessible psychological support and professional counselling services, aiming to serve a minimum of 150 young adults aged 18 to 35 on an annual basis. The implementation will follow a clear timeline, starting with pilot stress-management and resilience workshops within the first 6 to 12 months, before transitioning to a fully operational service workflow by Month 24.

- **Objective 3: Expand opportunities for learning, skills development and innovation**

Economic prosperity and the bridging of the regional opportunity gap in Western Athens will be addressed by expanding opportunities for learning, skills development and innovation. The Municipality will equip one modern collaborative co-working space within the first 12 months,

running pilot training sessions to certify a minimum of 200 young residents per year in critical 21st-century digital, creative, green and entrepreneurial skills, thereby significantly strengthening local employability prospects.

- **Objective 4: Increase access to culture, recreation and safe community spaces**

Simultaneously, the plan aims to increase access to culture, recreation and safe community spaces by activating a multifunctional, inclusive location tailored to youth needs. The Municipality targets a baseline usage rate of 1,500 youth participations in creative and cultural workshops, during the Hub's first full year of operation. The complete multicultural and sport-related program will be launched progressively between Months 12 and 24, ensuring that underrepresented individuals have equal access to secure community settings.

- **Objective 5: Strengthen social cohesion and prevent youth marginalization**

To prevent youth marginalization and strengthen social cohesion, the Municipality will actively promote interaction between diverse youth groups. By building formal outreach workflows within the first 6 months, Korydallos will partner with at least five local NGOs and cultural associations to co-deliver early-intervention programs. This collaborative ecosystem will ensure that at least 20% of the total participants represent vulnerable groups or youth with fewer opportunities, fostering a shared local identity and a strong sense of belonging.

- **Objective 6: Build long-term municipal capacity for integrated youth policy**

Finally, the initiative will build long-term municipal capacity for integrated youth policy, ensuring that local actions remain aligned with broader national and regional strategies. The Municipality will establish a unified cross-departmental coordination protocol between Months 4 and 8 to streamline communication among different sectors. To secure operational sustainability, progress will be monitored continuously through a dedicated visual KPI dashboard, supported by quarterly evaluation reports and annual review mechanisms.

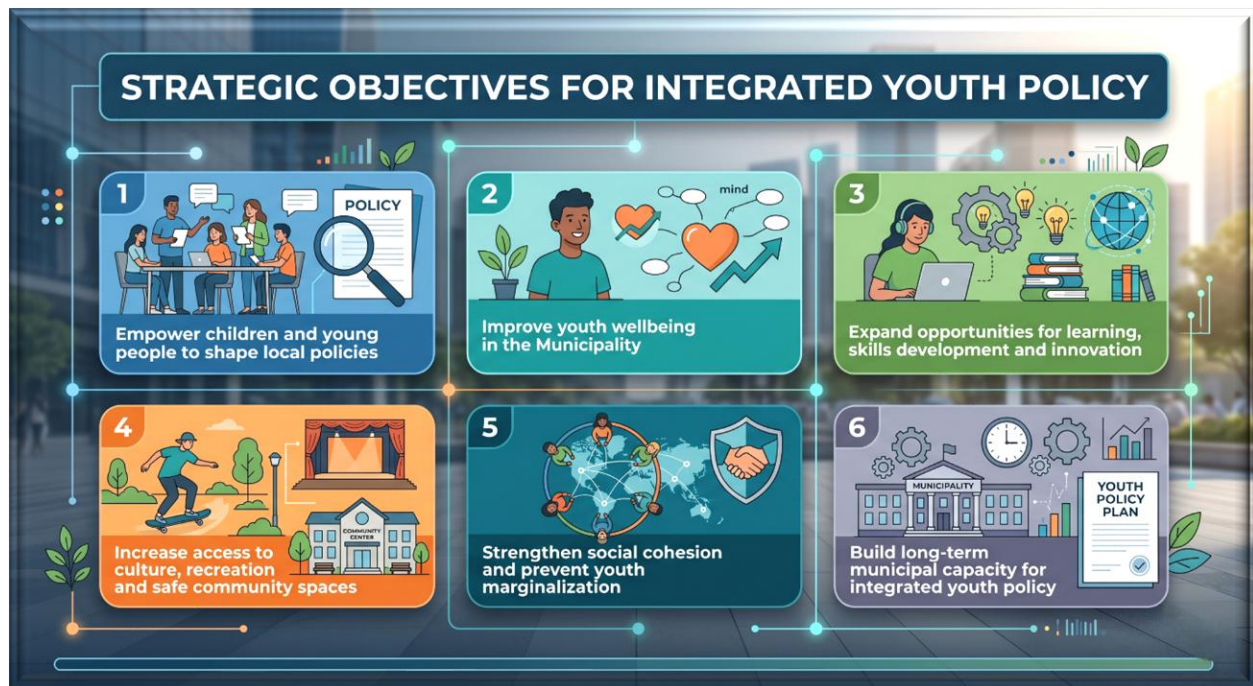


Figure 3: Strategic Objectives

Adapted practice: The WISH-CITIES learning path

The adapted practice implemented by Korydallos is the result of an evolving learning process within the WISH-CITIES network, rather than a single predefined model. At an early stage of the network's life, partners collectively explored potential intervention modules through a shared MIRO board exercise, identifying priority areas based on their local challenges and ambitions.

From the outset, Korydallos' choices were strongly informed by Milan's experience with youth-oriented innovation hubs, reflecting the Municipality's clear need to address the lack of accessible spaces, fragmented youth services and limited participation opportunities. During this initial phase, Korydallos prioritized modules related to youth co-design, neighbourhood-based hubs and the improvement of youth-related data and evidence.

As the network progressed, Korydallos' thinking was further refined through thematic deep dives, peer exchanges and targeted learning from other Transfer Partners. These exchanges

reinforced the relevance of the initial direction while enriching it with additional governance and participation tools, such as youth councils and participatory budgeting.

This combination of early strategic clarity and ongoing adaptation allowed Korydallos to build a coherent, place-based and integrated approach. The resulting set of modules reflects both consistency in vision and openness to learning, ensuring that the final Investment Plan is firmly rooted in local needs while benefiting from the collective knowledge of the WISH-CITIES network.

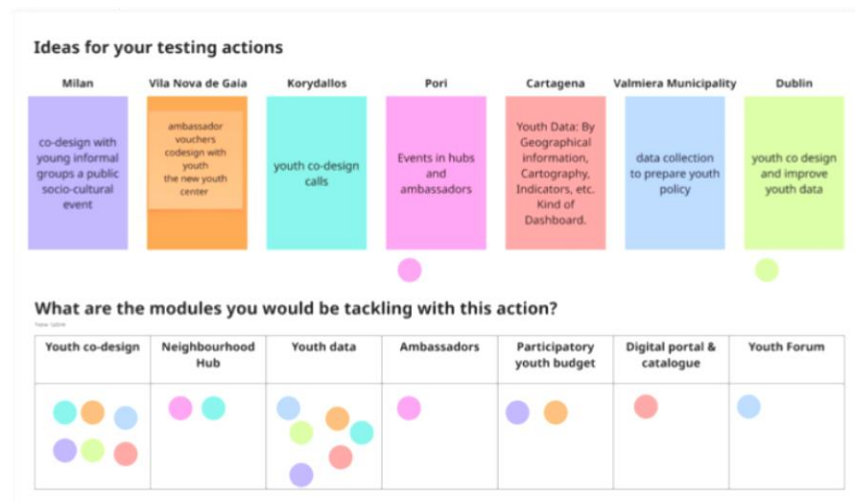


Figure 4: Miro Board Exercise

1. Innovation hubs and youth creativity spaces

Korydallos draws significant inspiration from Milan's youth-oriented innovation ecosystem.

Key elements adopted:

- Creation of multifunctional youth innovation spaces for co-working, cultural expression, digital creation and social innovation.
- Integrated training programmes combining digital skills, entrepreneurship, creative industries and green innovation.
- Youth-centred service design, ensuring that young people actively shape the activities and services offered in the new hub.
- Cross-sector partnerships with NGOs, Universities, cultural organisations and private-sector actors.
- A flexible and inclusive design approach that makes the hub accessible to young people with diverse needs and backgrounds.

These practices form the backbone of the upcoming “Nest Innovation Hub” in Korydallos.

2. Youth engagement and co-design

Korydallos is targeting to establish a strong model for building participatory ecosystems for young people focusing on the following key elements.

- Co-design workshops and youth assemblies to involve young people in shaping local policies and municipal initiatives.
- Participatory events and community labs fostering collaboration between youth, civil society and the Municipality.

These methods will support the development of a robust youth engagement strategy in Korydallos.

3. Youth governance and Youth Council models

Furthermore, Korydallos' vision is to provide a mature framework for youth governance focusing on the following key elements:

- Establishing a Youth Council as a permanent advisory structure representing diverse groups of young people.
- Transparent and inclusive selection or election processes for Youth Council members.
- Training and capacity-building for youth representatives in leadership, advocacy, policy analysis and communication.
- Regular meetings between the Youth Council and municipal departments to influence policy development.

These practices will guide the long-term establishment of a Youth Council in Korydallos.

4. Participatory budgeting for youth

The Municipality of Korydallos will introduce participatory budgeting as a direct mechanism to empower youth, strengthen local democracy and hand real decision-making power over to the younger generation.

Key elements:

- Introduction of a youth-focused participatory budgeting process allowing young people to propose and vote on small-scale municipal projects.
- Transparent cycles for idea submission, technical evaluation, public voting and implementation.
- Digital and in-person engagement tools to ensure broad, barrier-free participation from all neighborhoods.
- Integration of participatory budgeting within the Municipality's wider youth governance structures, operating in close cooperation with the future Youth Council.

This module represents a long-term strategic goal for Korydallos, establishing a permanent and sustainable culture of youth-led decision-making.

How these modules shape Korydallos' strategic plan

- Immediate priority: Establishment and operation of the Innovation Hub.
- Parallel priority: Implement youth engagement and co-design methods from Milan and partners.

- Medium-term goal: Develop a Youth Council based on tested governance models.
- Long-term goal: Introduce participatory budgeting, building on participatory modules from the network.

Together, these modules form an integrated, future-oriented approach that strengthens youth wellbeing, participation and innovation in Korydallos.

Stakeholders and partnership ecosystem

The development of the “Nest Innovation Hub” and the wider youth wellbeing strategy in Korydallos relies on a strong ecosystem of local stakeholders. These actors represent public institutions, civil society, education, social services, youth groups and community organisations that have a central role in designing, delivering and sustaining the proposed actions.



Figure 5: Stakeholders' ecosystem

Stakeholders were identified using URBACT problem analysis and needs assessment tools. These tools helped the Municipality and the ULG to systematically link key youth-related

challenges (such as wellbeing, lack of spaces and limited participation) with the actors best placed to address them.

The key problems (youth wellbeing, lack of spaces, limited participation) indicated which stakeholders are essential for addressing each challenge.

How we will work together moving forward

- Regular ULG meetings to coordinate planning and ensure shared ownership.
- Co-design sessions with youth and stakeholders to shape the Innovation Hub's services.
- Pilot projects that test new youth engagement tools and wellbeing activities.
- Partnership agreements with educational institutions, NGOs and private-sector partners.
- Future inclusion in governance structures such as the planned Youth Council and participatory budgeting committees.

This collaborative model ensures that the project is community-driven, sustainable and aligned with the real needs of young people in Korydallos.

The ULG in action: Building momentum through local consultations

The development of this Investment Plan is not merely a top-down strategic document but the result of an active, participatory process initiated through the URBACT Local Group (ULG) meetings. Two key consultation phases have already taken place, laying the groundwork for the operation of the "Nest Innovation Hub."

First ULG meeting: Foundation and goal setting (April 11, 2025)

The inaugural meeting of the ULG took place at the Social Services Center of Korydallos, marking the official launch of the WISH-CITIES local dialogue. This meeting focused on establishing a common vision among a wide array of local actors.

- Diverse representation: The meeting brought together a multifaceted group, including volunteers from "Anasa Zois," representatives from the Cultural Association of Crete, the Cinema Club and the educational community.
- Professional expertise: Technical expertise was provided by psychologists, social workers and social anthropologists, alongside representatives from the Municipal Committee for Equality and the Departments of Education and Public Relations.



Figure 6: 1st ULG Meeting

Key outcomes:

- Clarification of strategic pillars: The roundtable discussions focused on four axes: mental health/psychosocial support, social inclusion, education/ skills development and economic prosperity/ employment.
- Needs identification: Participants emphasized the importance of identifying specific challenges faced by Korydallos' youth and the necessity of utilizing European good practices to address them.

- Commitment to collaboration: The meeting concluded with a formal commitment from all stakeholders to co-create a safe and creative environment for the younger generation.



Figure 7: 1st ULG Meeting

Second ULG meeting: Good practices and pilot actions (July 11, 2025)

The second meeting was held at the refreshment stand of the “Thanasis Veggos” Municipal Amphitheater and shifted the focus from strategy to practical application and learning from the WISH-CITIES network.

- Integration of young professionals: Notably, this session saw the active participation of young graduates alongside municipal officials and social scientists.

- Learning from Vila Nova de Gaia: A central element was the presentation of good practices from the portuguese city of Vila Nova de Gaia, specifically focusing on enhancing youth participation in urban life.
- Innovation and digital tools:
 - Participatory budgeting: Based on the Portuguese model, the ULG decided to implement a pilot action to record youth needs and expectations through participatory processes.
 - Podcast creation: The creation of a municipal podcast as a modern communication channel to foster dialogue between the city and its youth was suggested.
- Co-design philosophy: The session reinforced the "co-formation" approach, ensuring that municipal policies are not just “for youth”, but “with youth”, reflecting their real-life experiences and aspirations.



Figures 8 & 9: 2nd ULG Meeting

Integrated approach and synergies

The design and implementation of the “Nest Innovation Hub” and the broader youth wellbeing strategy in Korydallos are based on a robust integrated approach that ensures coherence across policy levels and strong collaboration between institutional, social and economic actors. The approach combines vertical and horizontal coordination, while capitalizing on synergies with ongoing European initiatives - particularly the URBACT COPE project, under which the physical Hub is being created and the URBACT WISH-CITIES project, which designs the activation and utilization of the Hub for youth wellbeing actions.

Interaction with national and regional bodies will focus on information-sharing, policy alignment and targeted engagement. Relevant authorities will be kept informed of local developments through briefings, invitations to key events and participation in selected ULG discussions, creating pathways for future cooperation without adding unnecessary governance complexity.

Vertical integration

- **Alignment with national youth and wellbeing priorities**

The proposed actions correspond directly with national strategies in areas such as youth empowerment, digital upskilling, mental-health promotion and social inclusion. This ensures policy coherence and enhances the potential for future national support.

- **Connection with regional strategies, including the Strategy of the Western Athens Development Association (“ASDA”)**

The objectives of the Investment Plan align with the strategic priorities of the ASDA, which emphasizes social cohesion, innovation, culture and wellbeing across Western Athens. Korydallos’ youth agenda contributes to the wider regional vision for inclusive urban development and improved quality of life for young people in the metropolitan periphery.

- **Synergy with the Attica Regional Operational Programme (ROP Attica)**

The initiative responds to ROP Attica priorities related to social inclusion, education, innovation ecosystems and access to culture. This creates opportunities for leveraging future regional funding for training programs, wellbeing services and infrastructural enhancements.

- **Engagement of national and regional authorities in consultation processes**

Public agencies at national and regional level will be included in thematic discussions, ensuring policy coherence and opening pathways for future institutional cooperation.

Horizontal integration

- **Cross-departmental collaboration within the Municipality**

Collaboration among municipal departments (Social Policy, Education, Culture, Sports, Digital Strategy and Local Development) will be operationalized through a structured coordination mechanism linked to the “Nest Innovation Hub”. A designated municipal coordinator will facilitate regular inter-departmental meetings focused on program planning, resource-sharing and problem-solving.

The Hub provides a concrete shared project around which departments can align their actions. Initial challenges will be addressed through clearly defined roles, agreed workflows and the use of pilot actions for collaboration and learning.

- **Structured partnerships with diverse organisations**

Engagement with local NGOs, psychosocial service providers, youth organisations and cultural associations will be developed through open calls, targeted invitations and co-design workshops linked to the URBACT Local Group and the Innovation Hub. Collaboration will be supported by clear roles and regular coordination moments, allowing partners to contribute their expertise while ensuring flexibility and inclusiveness. This approach enables broad participation and supports access for vulnerable youth.

- **Collaboration with educational institutions and Universities**

Schools and Universities contribute to the development of youth-led initiatives, cultural projects and educational pathways, ensuring that the Hub serves as a bridge between formal education and community development. A cornerstone of this horizontal synergy is the formal collaboration with the Master's Program (MSc) "Theatre, Education, Society", which focuses heavily on mentoring and youth artistic creation. Theatre and creative expression are inextricably linked with Greece's cultural heritage, as well as with the local identity of Korydallos. Having already delivered successful public presentations of academic projects within the city, this rich experience serves as the starting point for future activities and public programming to be hosted inside the Nest Innovation Hub, directly linking specialized University research with community-based creative expression.

- **Engagement with the private sector, startups and local businesses**

Businesses provide mentoring, internship opportunities, training activities and support for youth entrepreneurship. This strengthens the local innovation ecosystem and improves employment prospects for young people in Korydallos.

- **Cooperation with neighbouring Municipalities and ASDA networks**

Korydallos works collaboratively with other Municipalities in Western Athens, especially through ASDA's thematic networks on social policy, culture and youth services. This allows for shared learning, joint initiatives and the diffusion of good practices across the subregion.

- **Active involvement of youth as co-creators**

Young people participate as equal partners in needs assessments, co-design processes, pilot actions and ongoing planning. Their involvement will be institutionalised through future governance structures (e.g. Youth Council) and will shape program design within the Hub.

- **Operational synergy between COPE and WISH-CITIES**

The “Nest Innovation Hub” will be established through the URBACT COPE project, which focuses on innovative public services and community spaces. The COPE project provides the infrastructural and organisational foundation for the Hub, ensuring that it is designed as an accessible, multifunctional environment that supports creativity, participation and social innovation. Through WISH-CITIES, the Hub will be activated and further developed with targeted youth wellbeing, participation and skills-development actions. This synergy strengthens sustainability and increases the long-term impact of both URBACT initiatives.

Workplan: Lifespan of activities

- Short-term (0-12 months): Co-design, pilot actions, activation of “The NEST” hub.
- Medium-term (1-3 years): Full program implementation, partnership expansion, governance development.
- Long-term (3+ years): Permanent operation of “The NEST” hub, Youth Council, participatory budgeting, sustainable financing.

While the physical doors of “The NEST” Innovation Hub are scheduled to officially open in September 2028 upon completion of the structural works, the Municipality of Korydallos is fully committed to maintaining strong local momentum in the interim. During this preparatory phase, the URBACT Local Group (ULG+) will remain highly active, serving as a dynamic platform for continuous engagement. The Municipality, in close collaboration with ULG stakeholders, local youth and the academic community, will organize regular co-design workshops, pop-up cultural events and outdoor consultations in existing public spaces (such as school yards and municipal amphitheaters). This active transitional dialogue ensures that the stakeholder ecosystem remains tight-knit, enthusiastic and ready to seamlessly transition into the physical hub once it becomes operational.

Action Table: Lifespan of Activities

- Project baseline: Month 1 officially commences in September 2028.
- Phased Lifespan: Short-term (Months 1-12 / September 2028-August 2029), Medium-term (Months 12-24 / September 2029 - August 2030), Long-term (Months 24-36 / September 2030 - August 2031)

Action Step	Key Activities	Lead Actors	Timeframe	Linked Strategic Objective	Outputs
1. Diagnosis	Update youth needs assessment, map existing local services and gaps, align with the overarching ASDA regional strategy.	Municipality, ULG, NGOs	Months 1-3 (September 2028 - November 2028)	Build long-term municipal capacity and strategic alignment.	Comprehensive youth needs assessment report.
2. Stakeholder engagement	Expand the core ULG footprint, execute dedicated engagement workshops, perform targeted vulnerable youth outreach.	Municipality, NGOs, schools, youth groups, local organizations	Months 1-6 (September 2028 - February 2029)	Strengthening social cohesion and systematically prevent youth marginalisation.	Stakeholder map, 3-4 interactive engagement sessions delivered.
3. Co-design	Facilitate collaborative co-design workshops for The NEST's services, functions and physical space	Municipality, youth	Months 2-6 (October 2028 – February 2029)	Empower children and young people to shape local policies.	Co-design summary, priority themes agreed

	utilization; prioritize primary themes.				
4. Planning	Formulate the final Integrated Action Plan draft, establish key operational indicators, structure upcoming partner agreements.	Municipality, ULG, expert consultants	Months 4-8 (December 2028 – April 2029)	Institutionalize integrated youth policies and cross-departmental workflows.	Draft Action Plan
5. Piloting	Deliver small-scale pilot activities (wellbeing, digital, participation)	Municipality, NGOs, educators	Months 6-12 (February 2029 – August 2029)	Test initial wellbeing, innovation, and recreational services.	3-5 pilot actions delivered
6. Evaluation	Collect feedback and data, refine actions	Municipality, ULG	Months 9-13 (May 2029 – September 2029)	Introduce robust monitoring and evaluation mechanisms for continuous improvement.	Evaluation brief
7. Implementation	Launch the comprehensive operating schedule of The NEST: integrated wellbeing care, certified 21st-century skills training, cultural events, and open co-	Municipality, organisations, youth groups	Months 12-24 (September 2029 – August 2030)	Full operation of the hub to maximize access and scale youth opportunities.	The NEST Innovation Hub open and running with a complete public program.

	working.				
8. Governance setup	Framework for Youth Council, participatory tools	Municipality, youth groups, civil society	Months 18-30 (March 2030 – February 2031)	Secure permanent, structured, and institutionalized bottom-up youth voice.	Functioning Youth Advisory Council framework and certified participatory budgeting protocols.
9. Sustainability planning	Map multi-source financing (municipal core budget, ASDA networks, EU social funds, ROP Attica); integrate hub costs into long-term municipal strategy.	Municipality, ASDA, regional and national authorities	Months 4-36 (December 2028 – August 2031)	Ensure long-term financial, operational and institutional sustainability.	Sustainability plan

Table 1: Lifespan of Activities

Governance model

A tiered structure ensures both operational efficiency, clear leadership and democratic oversight:

- **Municipal Steering Committee:** Provides high-level political leadership, final budgetary alignment and strategic validation. The Mayor's Office holds the ultimate decision-making authority regarding municipal resources and formal policy approval.
- **ULG+:** Overall multi-stakeholder strategic oversight, co-design leadership and consensus-building among city actors.
- **The NEST Coordination Team:** Led by the Hub Manager, this team drives daily operational management, execution of activities and multi-stakeholder facilitation.
- **Youth Advisory Council:** The primary participatory and consultative body, leading youth-driven innovation and co-deciding on Hub activities and youth-focused participatory budgeting.

Decision-making process

Decisions within the governance model follow a hybrid, bottom-up and top-down approach:

- **Co-design and proposals (bottom-up):** The Youth Advisory Council and the ULG+ brainstorm, co-design and propose strategic priorities, activities and budget allocations for the Hub.
- **Operational feasibility:** The NEST Coordination Team (under the Hub Manager) reviews proposals for technical and operational viability.
- **Final validation (top-down):** The Municipal Steering Committee provides final political and financial validation. Decisions are reached during regular meetings, with the Municipality retaining final legal and fiscal accountability.

Governance component	Role and leadership	Frequency	Composition	Decision-making power
Municipal Steering Committee	Political leadership and validation: Ensures political alignment and budget authorization.	Quarterly	Mayor's office, Heads of Municipal Departments	Final approval: Ultimate sign-off on budgets, legal frameworks and formal youth policies.
ULG+ (expanded ULG)	Strategic oversight and consensus leadership: Guides the overall direction and alignment with regional strategies.	Monthly	Municipality, ASDA, NGOs, schools, youth groups	Strategic consensus: Approves action plans and strategic recommendations by majority/ consensus before submission to the Steering Committee.
The NEST coordination team	Operational leadership: Led by the Hub manager; manages daily operations and facilitates hub activities.	Continuous	Hub manager, facilitators, municipal officers	Operational decisions: Independent decision-making on daily management, scheduling and emergency operational issues.
Youth Advisory Council	Participatory and Youth Leadership: Leads youth engagement, innovation feedback and co-design tracks.	2-3 times/year	Youth	Consultative and co-decisive: Direct decision-making power over the youth participatory budget and co-designing the Hub's public programming.

Table 2: Governance model

Risk assessment and mitigation

The implementation of an innovative and multi-stakeholder initiative like "The NEST" Innovation Hub inherently involves navigating various operational, financial and administrative complexities. To ensure the smooth rollout of activities and the long-term sustainability of the project, a proactive risk management strategy has been established. The following risk assessment matrix identifies potential bottlenecks - ranging from structural delays to youth

engagement challenges- and couples them with concrete mitigation measures to safeguard the project's timeline and strategic objectives.

Risk category	Likelihood	Impact	Key mitigation
Administrative delays	M	H	Early planning, escalation, ULG+ monitoring
Lack of coordination	M	M	Municipal coordinator, shared protocols
Funding gaps	M	H	Multi-source financing plan
Cost increases	M	M-H	Cost reviews
Low youth engagement	M	H	Outreach, Youth Council
Staff capacity issues	M	M-H	Training, NGO partnerships
Delayed Hub readiness	M	H	Phased activation, temporary venues
Weak partner coordination	M	M	ULG+ governance and regular reviews
Data protection issues	L	H	GDPR compliance

Table 3: Risk assessment and mitigation

The identification of these risks highlights the importance of the tiered governance structure and the active operational role of the ULG+. Rather than viewing these challenges as static barriers, the Municipality of Korydallos treats this risk matrix as a dynamic, living management tool. The NEST Coordination Team, alongside the designated municipal coordinator, will review

these indicators on a quarterly basis during evaluation cycles. This ongoing monitoring ensures that corrective actions can be deployed swiftly, maintaining project momentum and protecting the shared vision of youth empowerment in the city.

Funding and resourcing

Infrastructure investment and property status

The physical home of the "Nest" Innovation Hub is a former school building (the old 12th Primary School) located in the Kanaria neighborhood. The building is fully owned by the Municipality of Korydallos and constitutes a permanent municipal asset, ensuring long-term institutional stability and community legacy.

The extensive structural refurbishment and energy efficiency upgrade of this asset are secured and co-funded through the Green Fund (Ministry of Environment and Energy), with a secured infrastructure budget of €950,000.00. The physical works include:

- Complete removal of damaged insulation and installation of new thermal insulation on the building envelope.
- Replacement of old metal windows with energy-efficient, double-glazed frames.
- Full interior layout remodeling across all three floors to create modular office spaces, counseling rooms and fully accessible WCs.
- Installation of active renewable energy systems, including a rooftop photovoltaic (PV) array and energy-efficient HVAC heat pumps.
- Surrounding area green landscaping, accessibility upgrades (ramps, tactile guides) and installation of urban furniture.

The baseline infrastructure works are scheduled to be fully completed progressively within the COPE framework, ensuring the site is operationally ready for its activation phases.

Operational activation and funding strategy

While the physical infrastructure is delivered via COPE project and the Green Fund, the building "comes to life" through the URBACT WISH-CITIES network. WISH-CITIES drives the holistic

operational activation strategy, targeting youth wellbeing, digital empowerment and civic engagement.

To secure the continuous financial viability of the Hub's daily operations and public programming, the Municipality utilizes a multi-source financing model. Potential funding sources for operational activities, staff positioning and specialized services include:

1. **The Attica Regional Operational Programme (ROP Attica 2021-2027, Strategic Objective 4):** Targeted funding streams for social inclusion, employment pathways and localized skills training.
2. **Strategic Synergies with the Western Athens Development Association (ASDA):** Inter-municipal resource sharing, youth entrepreneurship support frameworks and regional network capital.
3. **The Municipal Regular Budget:** Gradual integration of core operational outgoings into the city's annual financial planning to protect the Hub's lifecycle beyond the EU co-funding periods.

Estimated budget allocation and financial assumptions

The baseline activation budget is divided into Capital Expenditure (CapEx) for localized internal hub elements (such as specialized IT equipment, digital media tools and furniture additions) and Operational Expenditure (OpEx) covering internal staff time, external expert fees, workshop materials and event outgoings.

Financial assumptions used for calculations:

- Internal municipal staff time: Averaged at €25/hour.
- External experts / specialized trainers: Averaged at €50/hour.
- Co-design and engagement workshops: Estimated at €1,500 – €2,500 per event (including materials, venue preparation and continuous outreach logistics).

Action Step	Capital Costs (€)	Operational Costs (€)	Primary Targeted Funding Source	Operational Notes & Expenditure Assumptions
1. Diagnosis & Needs Assessment	-	€12,000	Municipal Regular Budget / ASDA	Covers internal staff time for quantitative data collection and analysis tools.
2. Stakeholder Engagement	-	€8,000	Municipal Regular Budget	3-4 interactive community sessions, focus groups and vulnerable youth outreach materials.
3. Co-Design Workshops	-	€15,000	ROP Attica 2021-2027 (SO4)	Facilitation fees for external experts, active co-design modules and youth assembly logistics.
4. Planning & Structuring	-	€10,000	Municipal Regular Budget	Integrated Action Plan drafting, expert consulting and legal framework preparation.
5. Piloting	€12,000	€20,000	ROP Attica 2021-2027 / ASDA	CapEx: Pilot IT hardware/software. OpEx: Fees for trainers delivering initial tracks.
6. Evaluation	-	€7,000	Municipal Regular Budget	Survey deployment, feedback evaluation reports and visual dashboard configuration.
7. Implementation	€45,000	€85,000 (Annual)	ROP Attica 2021-2027 /	CapEx: Specialized co-working

			Municipal Core Budget	furniture, digital creative lab equipment. OpEx: Full-time Hub Manager salary, permanent counseling staff, continuous program delivery outgoings and the financial backing of a youth voucher scheme to subsidize external private psychological support, addressing internal capacity limits.
8. Governance Setup	-	€11,000	ASDA Networks / Municipal Budget	Institutional framework design for the Youth Advisory Council and participatory budgeting training modules.
9. Sustainability Planning	-	€6,000	Municipal Regular Budget	Long-term operational planning, reporting and cross-departmental integration alignment.

Table 4: Funding and resourcing

Notes:

- Infrastructure exclusion: The structural €950,000 refurbishment cost of the Kanaria building is excluded from this activation table, as it is completely covered by the Green Fund under the COPE project tracking.
- Scalability: OpEx implementation figures reflect Year 1 operations and will be reviewed annually against dashboard KPIs.

Monitoring, indicators and evaluation**The monitoring and evaluation framework**

To ensure absolute coherence across the strategic logic of this Investment Plan, the monitoring framework is directly mapped against the six specific objectives and their corresponding operational actions. Progress is measured through two distinct tiers of metrics:

1. **Output indicators:** Measuring the immediate, concrete deliverables of the actions (what is physically produced or delivered).
2. **Result indicators:** Measuring the broader systemic outcomes and the real qualitative change or impact achieved in the local youth ecosystem (the change in behavior, wellbeing or structural capacity).

Aligned indicators and targeted metrics matrix

Specific Objective and Action Alignment	Output Indicator (Deliverables)	Baseline	Target (By Month 36)	Result Indicator (Outcomes/Impact)	Baseline	Target (By Month 36)
Objective 1: Youth Policy Co-Design <i>(Action 1: Governance & Action 3: Co-design)</i>	Number of structured co-design workshops delivered inside the Hub annually.	0	12 workshops per year	% of participating youth reporting increased democratic literacy and confidence in influencing policy	0%	75% of active participants
Objective 2: Youth Wellbeing and Mental Health <i>(Action 5: Piloting & Action 7: Full Implementation)</i>	1. Number of individual young adults (aged 18-35) receiving certified counseling services annually. 2. Number of youth mental health vouchers distributed for private counseling services.	0	1. 150 young people per year. 2. At least 100 vouchers allocated annually to complement municipal services.	% of tracked beneficiaries demonstrating improved self-reported mental wellbeing scores (via baseline/endpoint surveys, covering both internal and private sessions).	0%	70% of tracked youth
Objective 3: Skills and Innovation Capacity	Number of young residents certified in	0	200 certified youth per year	Number of youth-led projects, social startups	0	15 youth-led initiatives

(Action 5: Piloting & Action 7: Full Implementation)	critical 21st-century digital, creative, green or entrepreneurial skills annually.			or community initiatives successfully launched out of the Hub.		
Objective 4: Culture, Recreation and Safe Spaces (Action 7: Full Operational Schedule)	Total recorded number of annual youth participations in active creative workshops (e.g. theater groups, filmmaking labs and cultural workshops) hosted within the Hub's facilities.	0	1,500 participations in Year 1 / 3,000 cumulative by Year 3	% rate of participant satisfaction regarding the inclusivity, accessibility and safety of the Hub spaces.	0%	85% positive feedback
Objective 5: Social Cohesion and Inclusivity (Action 2: Stakeholder Engagement and Outreach)	Number of active NGOs and cultural associations co-delivering programs within the Hub ecosystem.	2 (initial ULG)	At least 5 active partner organizations	% share of total Hub participants representing documented vulnerable groups or youth with fewer opportunities.	< 5% (estimated)	Minimum 20% of total participants

Objective 6: Municipal Capacity and Sustainability <i>(Action 4: Planning and Action 9: Sustainability)</i>	Number of cross-departmental coordination protocol sessions executed per year.	0	4 quarterly review sessions annually	Complete institutional integration of a functioning Youth Advisory Council and certified participatory budgeting protocols.	Non-existent	Fully institutionalized and integrated into municipal workflow
Cross-Cutting: Monitoring & Refinement <i>(Action 6: Evaluation)</i>	Number of evaluation briefs and performance dashboard updates generated.	0	4 quarterly briefs and 1 major annual review report	% of operational bottlenecks or risks successfully addressed and mitigated within 3 months of identification.	0%	80% of identified risks resolved
Cross-Cutting: Democratic Governance <i>(Action 8: Governance Setup)</i>	Number of official framework documents and protocols drafted for the participatory tools.	0	1 Youth Council Charter and 1 Participatory Budgeting Protocol	Status of institutional establishment of the Youth Advisory Council and the pilot youth participatory budget.	Non-existent	Fully operational, legally validated, and self-governing

Table 5: Aligned indicators and targeted metrics matrix

Monitoring processes and reporting methodology

To guarantee that the metrics above are tracked systematically over the lifecycle of the project, the following structured workflows are established:

- Data collection and surveying mechanisms: Quantitative data (attendance, workshop outputs, visit logs, certifications) will be recorded continuously by the NEST Coordination Team using digital intake tools. Qualitative data (wellbeing improvements, safety perception, satisfaction) will be captured via validated digital entry/exit surveys distributed to participants at the start and completion of their programming blocks.
- The KPI dashboard and operational reporting: To maintain active alignment with the multi-stakeholder governance structure, a unified, simple visual KPI dashboard will be updated continuously by the Hub Manager. The NEST Coordination Team will convert these data points into Quarterly Monitoring Reports to be formally submitted to the ULG+ and the Municipal Steering Committee for progress verification and strategic adjustment.
- Annual review and recalibration cycles: At the conclusion of each operational year, an extended evaluation forum will be facilitated. This review will analyze actual targets against baseline data, distill lessons learned from implementation bottlenecks and recalibrate operational models to guarantee the long-term institutional and financial sustainability of the asset.

Conclusion: A new era for youth empowerment in Korydallos

Korydallos' Investment Plan is far more than a strategic document. It is a bold statement of intent and a roadmap for social transformation. It recognizes that the future of the city is inextricably linked to the resilience, creativity and active participation of its younger generation. By leveraging "the NEST" Innovation Hub, the Municipality is not merely constructing a physical space. It is cultivating a vibrant ecosystem where every young person can find the tools and support needed to thrive.

The legacy of the ULG consultations

The strength of this plan lies in its participatory foundation. The first two meetings of the Local Action Group (ULG) demonstrated a high level of commitment from a diverse range of stakeholders. From the initial roundtable at the Social Services Center, which focused on youth wellbeing and featured the active participation of university professors, social anthropologists, social workers and members of the local Cinema Club, to the second meeting at the "Thanasis Veggos" Municipal Amphitheater, where innovative tools like participatory budgeting and podcasting were prioritized, the process has been defined by inclusivity. A cornerstone of this ecosystem is the strategic partnership with the Master's Program (MSc) "Theatre, Education, Society". This was established through joint consultations between municipal political, administrative, and artistic leadership and the program's faculty, embedding a structural framework of mentoring and artistic creation directly into the Hub's philosophy based on student work already presented in the city. The active involvement of the academic and educational community, cultural associations, as well as social scientists ensures that the proposed actions are deeply rooted in the community's real needs.

Synergy and sustainability

This plan capitalizes on the synergy between different European initiatives, such as URBACT - WISH-CITIES and URBACT - COPE, effectively bridging international knowledge with local action. The integration of good practices from cities like Vila Nova de Gaia proves that Korydallos is an outward-looking Municipality, ready to adopt innovative models for urban life and youth engagement. The commitment to four key pillars - social inclusion, education, economic prosperity and mental health - provides an holistic framework that addresses the complexities of modern youth development.

Final vision

Ultimately, the success of "The NEST" will be measured by the strengthening of the youth's voice and their ability to co-shape the policies that affect them. The Municipality of Korydallos

is poised to become a regional leader in youth-centered urban development. By providing a safe, non-stigmatizing and creative environment, the city ensures that the "opportunity gap" is closed and that no young person is left behind. This investment is a promise to the next generation: a promise of a city that listens, empowers and evolves alongside them.