GASTRONOMIC CITIES

LOCAL ACTION PLAN – KORYDALLOS
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The city of Korydallos is located at the southern part of Greece, at the southwest of Attica region as one of main urban suburb of the metropolitan area of Athens. Its population is estimated at 63,445 inhabitants. The administrative limits of the city are 5,41 km² of which 2,94 km² constitute the residential area which is organized into 10 planning units that are heterogeneous both in size and population. Very important segment of local economic activity are services. Commerce, restaurants and café give the city dynamism, growth potential and jobs within the limits of the city.

Gastronomic sector is the second most important economic activity within the city. There are approximately more than 300 restaurants with more than 10,000 seats and with 2,800 people employed. Consequently, innovative development of the sector could be crucial for increasing local income, employment and revenues for the municipality. Local policies to boost tourism are limited, as the Korydallos is not a typical tourist destination. Nevertheless, a key strategic goal of the city’s strategic plan is the development of its inner city-centre with retail, restaurants and leisure activities that could attract visitors from all the neighbouring municipalities. Gastronomy could be in this context important generator of economic growth and employment. Economic crisis in Greece affected Korydallos with high unemployment, decrease of purchasing power and social problems. Transnational event is one of several activities in transfer of good practice of gastronomic tourism developed in Burgos and one of project phases where all project partners meet, see project implementation activities in the city organizing transnational event and participate in discussions, site visits, showcooking and city events about gastronomy, tourism and culture.
A. METHODOLOGY FOR THE CREATION OF LOCAL ACTION PLAN

Several working documents were used for the development of the Korydallos’ Local Action Plan. The description templates from the Baseline study developed by the Urbact pool expert of the current project, were the starting point of our effort. Both the Baseline study and the Feasibility study were constantly consulted for preparing this LAP document. The mapping charts of the baseline study and the five pillars of Burgos’ gastronomic strategy were taken into consideration, modified and adapted to our methodology for developing Korydallos’ Gastronomic Strategy. This strategy, following the tool of mapping charts discusses the:

- **Challenges/Opportunities** that the city addresses within the project.
- **Resources and mechanisms** available for the project implementation.
- **Targets** either during the project’s elaboration or/and after its expiration taking into consideration the challenges inherited from the regional/local environment and the availability of local resources and mechanisms.
- **Results and Impacts** that will be achieved during project’s duration and after its expiration.
- **Activities** that will be performed during the project’s duration but also after its end in order to achieve the expected results and impacts/targets.

The plan is structured in two main sections. In the first one, the current situation at national, regional level is briefly described as a contextual factor for the local favorable environment for tourism gastronomy while on the same time the local context is briefly presented. The second section presents an approach of incorporating strategic thinking for local gastronomy in the city of Korydallos based on the current situational analysis.
B. CURRENT SITUATION ANALYSIS

B.1. The national/regional framework: gastronomy is evolving into a basic parameter of Greek tourism alternative model

The tourist sector is already contributing significantly to the revision of the Greek economy. In particular, it corresponds more or less to the 18-20% of Greek GDP and about to the 20% of total employment figures. During the last year, (and approximately for the period between the January-September 2014), the travel balance showed a surplus of 10.473 million euro, presenting an increase of 11.3% in comparison with the corresponding period of 2013. This growth was due to a greater increase of travel receipts at 1,201 million euro which was based upon a significant increase of arrivals at almost 22.2% during the last period (Bank of Greece: 2014). These figures reveal that Greece has regained-perhaps temporarily-an important part of the tourism share that it has lost in period of 2010-2012.

Even so, the tourist model of our country remains traditional and confined to the tourism development model based on mass market model for popular sun-sea-sand destinations. Based on this "sun and sea" tourism model, over 50% of tourist arrivals in the country are limited in the 3rd quarter of the year. It’s not surprising therefore that the Greece, contributes to the total of arrivals in EE no more than 2.36%-2.61% per year i.e. rates less than those of Holland (2.96%-3.09%), Austria (3.87%-4.05%) while it is on the same level with Sweden (2.50%-2, 59%)\(^1\).

On the other hand, the economic recession waves have affected a large part of the EU Member Countries including both markets-tanks for Greek tourism and thus, constantly affecting the way of decisions or options of potential tourists (e.g. period of time, holiday destination, holiday duration per target, public expenditure per capita, etc.). World tourist reports states that:

a) there is an important fluidity of international tourism demand,

b) a growing competition for attracting tourists or experienced travelers and
c) the tourists are more than ever before sensitive to quality, to unique experiences and thus have a more demanding behavior.

Under the light of these EU and global trends in the tourism industry, the Greek Ministry of Tourism and the Hellenic Tourism Organization (EOT), (an institution of Greek National Tourism Ministry) had determined the first one and promoted the last\(^2\), the new strategic priorities for Greek Tourism for the coming years. The main priority of the Greek tourism Strategy (based also on the results of the McKinsey ‘s study for Greek tourism) continues to be the restructuring of the tourism development model from the traditional mass tourism-summer holidays model to an alternative tourism model that could extent the tourist season and increase the proportion of high income tourists. This alternative model is based on the creation of a strong and diversified portfolio of nine products (Sun – sea, city break for Athens and Salonika, Congress (business tourism, cultural tourism, nautical tourism, medical/spa tourism, touring, luxury tourism). It is quite self-evident that gastronomy ties in all axes of Greek tourism. Besides the fact that the Greek gastronomy has recorded a history of around 4,000 years, with especial characteristics based on pure and unique quality goods produced on Greek land, it is still classic but suitable for today’s promotion. Dozens of scientific studies have shown the positive effect of a balanced Greek diet on a person’s health, beauty and longevity. In addition, the nutritional culture of the Greeks has traditionally added an extraverted social dimension to the table, combining gustative satisfaction with recreation and communication, and thus maintaining even today some overtones from ancient feasts\(^3\).

On the previous national strategy marketing plan, Gastronomy was considered to be a distinct tourist product and it was promoted immensely. A series of such initiatives took place, either by the EOT or /and the Hellenic foreign Trade Board (Ministry of Finance), for e.g. with the program "$\text{kerasma 4}\)» in collaboration with experienced Chefs de Cuisine and Pastry Chefs and as well as by the Association of Greek tourism enterprises who realized the power of gastronomy and fulfilled a number of key relative actions. The year of 2013, was promoted as Gastronomy year for two of the most important gastronomic destinations of Greece, Santorini and Creta, and the idea was further explored in different regional destinations e.g in Messinia.


At the same time, the Chamber of Hotel Owners, established the notion and promoted the “Greek breakfast”. This was also advocated by the Greek chef’s Federation with the creation of the Greek Breakfast Kalimera (www.gastronomy-council.gr).

The new national strategy for the coming years 2014-2016 promotes the gastronomic as a basic parameter for all the alternative tourist products of the Greek portfolio. It is believed that gastronomy could enrich their quality, their uniqueness and thus offer an unforgettable tourist experience either by sightseeing or taste based on the territorial endowments of the Greek history, the culture and the tradition of specific places either in city breaks or in regional countryside tourist destinations. As it is noted a successful regional tourist development strategy encompasses the gastronomy as a key tourist parameter for attracting visitors for a longer period.

![Image of logos](image)

**Figure 1: The old and new Motto of Greek Tourism Promotion Stategy (2014-2016) & Promotion of Greek Gastronomy though the idea of Greek Breakfast.**

Amongst the key priorities of the national sustainable tourism strategy are the developing and promoting the city breaks themes for Attica and Salonica region alongside with global
events MICE (meetings, incentives, conferences, exhibitions) or cultural events. These themes are also relating with the gastronomy of the region mostly in terms of hotel cuisine or through the organization of different and thematic taste routes or gastronomic experiences in Attica region.

It is quite obvious that the emergence of tourism in Attica is a key priority action either in national or regional strategic document. In particular, amongst the strategic priorities are:

- the regeneration of Faliriko area, with the development of an International Conference Centre in the Tae Kwon Do gymnasium centre.
- the adoption of a new role of Piraeus port as European destination of holiday cruises, highlighting the importance of converting Piraeus port into an international cruise port and thus synergies could be created that could prevail for the development of gastronomic tourist attraction.
- The strengthening and outreach of funding and certification of the Athenian hotels for the implementation of the programme 'Breakfast' and "Attica’s region's gastronomy.

**B.2. Current situation analysis at local level**

According to data of the National Statistics Agency (ELSTAT) and the relevant Business Register (2010), 3821 enterprises are located and operated in the area of Korydallos municipality. Approximately 83% of them are sole-individuals businesses highlighting the dominance of very small businesses at the structure of the local economy.

The tertiarisation of economic production in the municipality was particularly evident from 2000 up to 2010 with emphasis on the sectoral specialization in retail trade. Trade despite the consequences of the economic and financial crisis of the Greek Economy from 2009, it remained the dominant industry in the city (at least with respect to the number of operating business) during the mentioned period. In the same period, the number of operating restaurants in the area presented a continuous increase, accounting in 2010, 214 businesses or 5.6% of the total number of 3821 businesses.

As there aren’t any available official data from ELSTAT beyond 2010 that could capture the impacts of the national financial crisis to the local economy and taking into consideration
the dramatic shifts which are observable to the structure of local economy by the municipal leader or chief executives, a new working hypothesis is attempted. More specifically, a more accurate approach for the current structure of local economy is attempted by investigating the availability of other more recent data. It was acknowledged that amongst them, the Department of Licensing and Regulation of Commercial Activities of the Municipality had an up to date estimation of the business sector fluctuation at the local level. This is due to the fact that each commercial activity should be registered to this municipal Department. According to the local registration, the number of companies in the industry of restaurants in 2014 amounted to **400 operating businesses in the area**. This figure confirms an overall increasing trend of restaurants businesses observed in the country level during the last three years in contrast to the dwindling of other branches of economy.

Taking into account the above data we can conclude that there is a clear dynamic of the restaurants as the number of businesses operating has reached almost 15% of the total number. Consequently, according to the latest available data, the sector of restaurant is the second largest in the city and it is estimated that around 3000 people are working in it. This number represents an about 13% of total active economic local population.

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<thead>
<tr>
<th>The 10 major economic sectors in the city of Korydallos</th>
<th>No of units (business)</th>
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</thead>
<tbody>
<tr>
<td>Retail trade, apart of motor vehicles and motorcycles</td>
<td>928</td>
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<tr>
<td>Land transportation and transports via pipelines</td>
<td>484</td>
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<tr>
<td>Specialised construction activities</td>
<td>280</td>
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<tr>
<td>Wholesale trade, apart of motor vehicles and motorcycles</td>
<td>268</td>
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<tr>
<td>Architectural and engineering activities, technical testing and analysis</td>
<td>215</td>
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<tr>
<td>Food and beverage service activities</td>
<td>214</td>
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<tr>
<td>Legal and accounting activities</td>
<td>188</td>
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<tr>
<td>Other personal service activities</td>
<td>128</td>
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<tr>
<td>Buildings Construction</td>
<td>107</td>
</tr>
<tr>
<td>Activities of head offices, management consultancy activities</td>
<td>99</td>
</tr>
</tbody>
</table>

*Table 1: The 10 major economic sectors in the city of Korydallos (number of units) in 2010*
Chart 1: Percentage (%) of total local businesses per sector according to ELSTAT (2010)
**SWOT Analysis – Gastronomy in Korydallos**

**Strengths**
- High qualified, skilled cooks and food managers
- A well-known gastronomic profile throughout the whole region
- Existence of a significant number of restaurants and bars
- High quality agricultural & food products through Sunday markets without intermediaries
- Access to supply chain (central markets in Athens)
- Korydallos considered as a center in the wider area of Piraeus on leisure, attracting visitors from the all surrounding areas mostly for food and beverage reasons

**Weaknesses**
- Dramatic increase of unemployment especially for young people
- Low value added economy with emphasis up on traditional services such as retail – trade sector hit seriously from economic crisis.
- Lack of innovation in the city area
- Very limited financial and human municipal resources
- A negative city’s image due to the presence of state’s prison premises in the municipality

**Opportunities**
- An observable, significant and possible increase of tourists in sortcomings years
- Opportunities from new programming period 2014-2020
- Synergies with other neighboring cities
- An a access to a large market of 4 million people in the metropolitan area of Athens more easily in the future due to the operation of metro station in the municipality
- Positive impacts from ICT’s penetration

**Threats**
- Risk of a collapsed economic cohesion between different areas of the city due to the increased poverty in some neighborhoods
- A risk of increasing social conflicts due to increased unemployment and constantly negative figures of employability
- Risk for social and political instability either in national, regional and metropolitan area
- Risk of a persistent negative city’s image or a national one especially amongst tourist operators

**D. Strategic and Operational Planning for Gastronomy in Korydallos**

The strategic aim of the Municipality of Korydallos regarding the development of gastronomy as a tool for local development can be considered as a realistic and an achievable one, both in short and in long term. As it mentioned before, the city already exhibits those characteristics that would allow the further development of gastronomic tourism and its incorporation to the city’s image.
The main characteristics that have already been analyzed earlier are:

- The significance of restaurants industry for the local economy, a branch of local economy which is nowadays the second most important part of city’s economic activity
- The developed synergies between the traditional retail trade (the most important branch of tertiary sector in the city) with restaurants.
- The importance of the city of Korydallos as one key city-centre of gastronomy in the area of Piraeus. It already attracts residents from neighboring areas who visit Korydallos for leisure shopping and gastronomy.

**Strategic Aim:** The Integration of gastronomy as a central element of the city's cultural identity and its recognition as a tool for boosting the local economy in times of severe economical and social crisis by revealing its local gastronomic potential.

For the achievement of this strategic aim, eight specific objectives were developed.
For their realisation, certain actions are proposed. More specifically, the specific objectives and their actions are:

**Objective 1: The involvement of all stakeholders in local decision making process**

**Action 1.1: Creation of a Representative’ association for the gastronomy (restaurants, cafe).** The Municipality can coordinate the actions for the creation of a representative body that could act in favor of all relevant business at local level.

Today, there isn’t such a body. Without this collective body through which entrepreneurs of gastronomy can be represented, informed or participated in local decision-making, it is quite complicated or even impossible to consult all of them (around 400 such businesses) and even far more to participate in decision-making. Eventually, few entrepreneurs can participate in local policy through unofficial networks while the majority of them are partially informed and most important they cannot participate actively in a decision making procedures in order to find solutions that could respond to their real problems and issues that they face every day. It is also a crucial issue for shaping a common strategy in a context of a win-win relation between city and entrepreneurs. Within this context, and under the condition that entrepreneurs will express their intention to do it, the Municipality will support them for the establishment of this collective body. Municipality’s support will be very critical either for disseminating the pro and cons of such a collective body, or by providing information/knowledge about the needed actions or/and legal/technical support.
**Action 1.2: The official Establishment and operation of a permanent local action group for gastronomy.**

It is envisaged that all the stakeholders of gastronomy would be represented to this LAG. This body could be a forum of dialogue between representatives from the Municipality, the association of restaurants owners, the police, the representatives of civil society and academic or other experts in the field. It could work with the same standards with existing local support group and furthermore the existing LSG could be used as the main core of this new body.

**Objective 2 - The development of a structured strategy for the integration of gastronomy as a central element of city’s image and strategy plan**

The city’s image could be enhanced by the development of Gastronomic. Still, this needs a strategy with specific priorities, objectives and actions always incorporated into the logic of sustainable development. If this is the case, then it is possible to improve the city’s image and strengthen its identity, as an element of local culture. If it is not, and an uncontrolled and without programming development of the sector continues to take place then this may be detrimental to the city and its urban environment. As a result, the following actions are proposed:

**Action 2.1: The preparation of a five-year thematic strategic plan for the development of gastronomy as a tool for local development.**

The integrated approach should involve the development of a strategy with thematic character through which specific targets will be set, actions will be analyzed and documented, funding sources will be reflected, and ways of monitoring and evaluation will be included.

**Action 2.2: Incorporation of the above thematic strategic plan in the five-year municipality’s operational plan.**

The municipality, like all the country’s municipalities is obliged within the next six months to prepare its new operational program for the period 2014-2019. This document includes all
strategies for the development of the city and thus it is particularly important to incorporate this thematic strategic plan for the development of gastronomy to this official document.

**Objective 3: Organization of events for the promotion of gastronomy as a key element of city’s image and its local sustainable development**

**Action 3.1: Organizing and Implementing pilot actions for gastronomy at the municipal level**

The participation of the Municipality of Korydallos in the project of the Gastronomic Cities gave us the opportunity to attend significant actions – good practices organized by the other partners involved in this project. Moreover, it was an impetus to undertake some successful actions such as gastronomy and kids at summer schools that we already apply connected with the identity of the city and the needs of the local community. In the future, all of these innovative ideas and actions either by our own experience but also from our cities partners could be integrated to our gastronomy strategy plan. The most important of them will be the organization at an annual basis, of a **two-day gastronomic festival** at the municipality. Especially for this year, this gastro-festival could take place in the first days of March following the needs of the current project. However our intention, for the future is this annual gastro-festival to be linked with the “Cultural September” which is taken place successfully for several years in the municipality. So our intention is to link gastronomy with the cultural events that taking place throughout the month of September and eventually link gastronomy with local culture specificities. This event, the directions of which are already described in Feasibility Study will be organized with the collaboration of the Municipality and the above mentioned association of Gastro-representatives (restaurants owners or other food and beverage firms), if it has been established or otherwise by the
entrepreneurs who have expressed their interest to participate. In the first phase the event could be implemented with the participation of 15 to 20 restaurants which during the Festival will serve traditional Greek dishes (from a specific area of Greece each time) and dishes from a selected European country. In the above participating restaurants a first idea is that famous chefs could cook a special menu for the guests of the restaurant that day. The selected restaurants during those days could also offer a special discount to their customers. Furthermore, road events could to be organized on key main municipal streets where famous chefs will cook or give some cooking classes to people passing by. At the same time, solidarity actions can take place with the cooperation of collaborating NGOs. In the context of our cooperation with the other cities, participating in the project, we would be interested to explore if there is a possibility that chefs from our partner cities will be interested to participate in our event. Other type of events that we are thinking to organize is a contest between famous chefs, an idea originating from the city of Burgos which seemed to be very successful. Also based on the experience of tapas night markets in Hospitalet, we will try to develop a similar action with the various local cultural associations operating in the town, which could offer local dishes during the festival.

Objective 4: Providing support to restaurant sector in order to strengthen local economy and employment

Action 4.1: Supporting training in the thematic of restaurant management, and other courses through the Municipal Training Centre.

After a series of consultation between the entrepreneurs and employees of the restaurant sector with the local authority, the actual training needs could be revealed and a number of training courses could be organised through the Municipal training center. In particular, there is already in Korydallos Support Group several famous chefs with relevant training experience who could contribute to the organization and operation of an integrated training program based on local needs and expectations. Furthermore, the municipality owns the relevant infrastructure for organizing the theoretical courses or in a different scenario could work with some individuals who participate in the local support group and they are owners of cooking training facilities.
**Action 4.2: Technical Support by the Municipality for establishing new businesses in Gastronomy Sector.**

Our department, with the collaboration of other relevant municipal departments with specialised personnel could support the preparation of a business plan for establishing a new business in the gastronomy sector. It also could provide assistance and information for of the availability of funding for this kind of enterprises from EU or national/regional funding programs. This service could be provided to the entrepreneurs for free, as an incentive to strengthen the gastronomy in our city.

**Objective 5: Strengthening social cohesion**

**Action 5.1: Enhancing the social role of the Action “Sundays without Intermediaries” at the municipal level.**

The above action has been implemented successfully for the previous two years where thousands of people get access to basic goods directly from producers at substantially lower prices than those that can be found in the markets. At the same time the municipality, in agreement with producers, withholds 2% of the quantity that producers sell during this event. These products are provided by the municipality to vulnerable population groups. Our intention is to continue to organize this action by enhancing its social character either by increase the quantity withholds or by incorporate to this, new basic agro-products.

**Action 5.2: Providing information and technical Support for establishing social cooperative enterprises in the food sector.**

This action concerns a) the provision of all the relevant information for establishing Social Enterprises in Greece (legislation, funding opportunities and obstacles) and b) the actual preparation of the needed business plan. This action could be implemented by several
organizational units of the municipality such as the department of research, local development and programming.
In some cases, local authority could even support the operation of the established Social Enterprise for e.g. through commissioning restaurant services under the condition that they provide competitive bids. Furthermore, it is quite obvious that the social economy is a key strategic aim of the current operational programs (national and regional) 2014-2020 and the municipality could through them promote the social enterprises at the aforementioned sector taking into consideration that it had already, participated in two similar programs in the past.

**Action 5.3: Enhancing the collaboration with organizations and NGOs active in the field of gastronomy.**

The actions that could be implemented are actions with the collaboration with NGOs or Social Enterprises active in the field such as road events etc.
There is already an unofficial agreement for cooperation with the NGO Street Chefs with main objective of organizing joint activities targeted at those residents of the city belonging to vulnerable population groups.

**Objective 6: Promoting Quality in Local Gastronomy**

**Action 6.1: Preparing a Study for Local Quality Pact in Gastronomic Sector**

This action entails first of all a study where all the arrangements for the establishment of a local quality pact (agreement) between the municipality and the local businesses in the restaurant’s sector will be explored. This study also could reveal what type of actions within the context of the competences of the municipality, this Local Quality Pact could enclose. Our main aim is that the entrepreneurs who will express their interest will be able to been certified with a *local certificate of quality* providing that they are following specific criteria such as the use of local products, traditional dishes provided, hygiene, working conditions of employees, et.c.
**Action 6.2: Establishing a network between producers and local entrepreneurs of gastronomy sector**

These actions will include the establishment of an interconnected system between local restaurants with producers, participating in the action organized by the Municipality nearly each Sunday called "Sundays without intermediaries". Through this, local businessmen can have access to quality food products in significantly lower prices and therefore enhancing their quality level.

**Objective 7: Dissemination and Promotion**

**Action 7.1: Using New Technologies for promoting local Restaurants**

The main deliverable of this action will be the development of a digital business guide of local restaurants to the Municipal Portal. In this portal the municipality could also advertise some consistent companies of the sector having as main criteria their food quality and also their general presence related to corporate social responsibility.

**Action 7.2: Organization of sight Gastronomic Events**

By organizing several gastronomic events aiming different targets of population either young or elderly people or women and could take place in public places, schools etc. As a good example of designing and organizing gastronomic events could be the events organized so far in the context of Korydallos participation in the current URBACT project.

**Objective 8: Networking- Developing Partnerships**

**Action 8.1: Networking and cooperating with other Greek cities participating in similar projects under the Urbact II.**
We have already planned in February to participate and to collaborate at events focusing on gastronomy with the Municipality of Athens and the Attica region. This cooperation has been developed at the last year as all of us participated to URBACT II projects around the theme of Food. In Longer-term our common goal is the creation of a Network of Greek cities for the development of gastronomy as a tool for local sustainable development.

**Action 8.2: Developing partnerships with specialized travel agencies**

The aim for this cooperation is to create the favorable future conditions, for travel agencies to include in their packages, visits to our Cultural and Gastronomic festival. Through this cooperation, visitors (from abroad) who will be in Athens or Piraeus will have the opportunity to visit our Municipality and enjoy food and cultural activities. September is an ideal time for our event as it is still a quite peak tourist season and thus there is an advantage.

**Action 8.3: Developing “Gastronomic cities“ network on European level**

We will look for possibilities to develop networks based on gastronomy, tourism and culture on European level with cities with relevant experience. The five cities which have participated in the project of Gastronomic Cities could be the main core for the establishment of such a network.
## GANTT table (on half year basis) of realization of activities 2015 – 2019

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<td>1.2 The official Establishment and operation of a local action group for gastronomy with a permanent character</td>
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<td>2 - The development of a structured strategy for the integration of gastronomy as a central element of city’s image and strategy plan</td>
<td>2.1 The preparation of a five-year thematic strategic plan for the development of gastronomy as a tool for local development.</td>
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<td><strong>gastronomy as a key element of city’s image and its local sustainable development</strong></td>
<td><strong>pilot actions for gastronomy at the municipal level</strong> and Programming -Department of Press and Public Relations -Local Entrepreneurs of Gastronomic Sector Local NGO’s -Chefs -LSG</td>
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<td><strong>4: Providing support to restaurant sector in order to strengthen local economy and employment</strong></td>
<td>4.1 Supporting training in the thematic of restaurant management, and other courses through the Municipal Training Centre -Municipal Training Centre -Department of Research, Local Development and Programming -Local Association of Entrepreneurs of Gastronomic Sector</td>
<td>25000 (per year)</td>
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<td>4.2 Technical Support by the Municipality for establishing new businesses in Gastronomy Sector -Department of Research, Local Development and Programming</td>
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<td><strong>5: Strengthening social cohesion</strong></td>
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<td>5.1 Enhancing the social role of the Action “Sundays without Intermediaries” at the municipal level</td>
<td>-Department of Research, Local Development and Programming</td>
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<td>5.2 Providing information and technical support for establishing social cooperative enterprises in the food sector</td>
<td>Department of Research, Local Development and Programming</td>
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<td>5.3 Enhancing the collaboration with organizations and NGOs active in the field of gastronomy</td>
<td>Department of Research, Local Development and Programming</td>
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<td>6: Supporting quality</td>
<td>6.1 Preparing a Study for Local Quality Pacts in Gastronomy Sector</td>
<td>Department of Research, Local Development and Programming</td>
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</tbody>
</table>
| 6.2: Establishing a network between producers and local entrepreneurs of gastronomy sector | Department of Research, Local Development and Programming | -Producers
-LSG
-Local Entrepreneurs of Gastronomic Sector
Local NGO's |
<p>| 7 Dissemination and Promotion | 7.1: Using New Technologies for promoting local Restaurants | Department of Research, Local Development and Programming | 0 |</p>
<table>
<thead>
<tr>
<th>7.2: Organization of sight Gastronomic Events</th>
<th>-Department of Press and Public Relations Department of ICT’S</th>
<th>3000 (per year)</th>
<th>-Municipality - Sponsorships</th>
</tr>
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<tbody>
<tr>
<td>8. Networking: Developing Partnerships</td>
<td>-Department of Research, Local Development and Programming LSG</td>
<td>0</td>
<td>-Department of Research, Local Development and Programming LSG</td>
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<tr>
<td>8.1 Networking and Cooperating with other Greek cities participating in similar projects under the Urbact II</td>
<td>-Department of Research, Local Development and Programming LSG</td>
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<td>-Department of Research, Local Development and Programming LSG</td>
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<td>8.2: Developing partnerships with specialized travel agencies</td>
<td>-Department of Research, Local Development and Programming LSG</td>
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<td>-Department of Research, Local Development and Programming LSG</td>
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<tr>
<td>8.3: Developing “Gastronomic cities” network on European level</td>
<td>-Department of Research, Local Development and Programming LSG</td>
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<td>-Department of Research, Local Development and Programming LSG</td>
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</table>
E. SUPPORTING PROCEDURES

E.1 Management and monitoring of LAP and the realization of its activities

The management and monitoring of all actions envisaged in the Local Action Plan for Gastronomy in the Korydallos will be undertaken by the Directorate of Research, Planning and Information and Communication Technologies, and more specifically by the executives of Local Development Research and Planning Department which is also the department involved into the current project of Gastronomic Cities. This unit is staffed with experienced executives that can handle both the managing of the implementation of planned activities but also their monitoring. More important the same staff has the responsibility of drafting, managing and monitoring and the Strategic Plan of the Municipality as well as its Operational Programs. Whenever, it is needed this department could involve experts, professionals either from private sector or universities as it is constantly working in synergy with them in different projects. For instance our evaluation methodology has been proposed by the Urbact lead expert, it has been elaborated further from the Aegean University and municipality officers are trained to it and endorse it. Therefore, they will be able to monitor and evaluate the implementation of LAP. Indicative some of the core impact indicators are as follows:

<table>
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<tr>
<th>Impact Indicators</th>
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<tr>
<td>Number of restaurants &amp; bars</td>
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<td>Number of foreign visitors to the city</td>
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<td>Satisfaction of visitors with gastronomic offer (% increase)</td>
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<tr>
<td>Presence of gastronomic tourism in media (% increase)</td>
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<tr>
<td>Gastronomy as the motive for visitors (% increase)</td>
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<tr>
<td>Perception of importance of gastronomic tourism in city administration &amp; politics (% increase)</td>
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</tbody>
</table>

E2. Plan for information/dissemination and promotion activities

As stated above, in Objective 6, it is important to develop an information and publicity strategy for promoting this Local Action Plan. Publicity on the Internet and through Public Relations tools already operating into the Municipality of Korydallos, will be the main
information/dissemination tools. For example, the municipal social media are well-known and could inform citizens about the events and actions that we organize. At the same time via the web portal of the Municipality we will be able to provide information both about the planned actions and the realized actions. There is clear intention to choose publicity tools in which the cost is very low or non-existent. Another important tool in terms of publicity will be the organization of site events in different parts of the city during the whole year aiming to disseminate it at different neighborhoods and to different audiences. With the available equipment to the municipality, the idea is to try and produce some video of the organised events and posting them online, and thus enlarging our audience. Also, it is envisaged to participate in all the gastronomic events organised by other cities (such as the Municipality of Athens) aiming to make our Local Action Plan and its actions known at the regional level as well.

**F. CONCLUSIONS AND RECOMMENDATIONS**

The Local Action Plan is going to be the main strategic municipal document for the endorsement of Gastronomy as a vehicle of local development process. This LAP will be included in the five-year strategic development plan of the municipality which represents the official strategic document for the development of the city. There are significant challenges for LAP’s implementation and the subsequent work on the development of gastronomy at the city of Korydallos. These challenges are linked mostly to the fluid political and economic instability at national level that impacts upon the municipality in the form of economic scarcity.

For this reason, it is considered particularly crucial for the successful implementation of the this LAP, the mobilization and active involvement of all relevant stakeholders who must acknowledge that collective organised actions with a common goal, they could multiply the chances of a successful outcome and thus leads up to win-win situation, both for the development process in the city and for entrepreneurs themselves. Municipal officers, municipal leaders and local stakeholders today, have a significant advantage for organising and implementing Korydallos LAP’s activities. They have acquired
significant experience, know-how and expertise by participating to this Urbact Project. This important legacy could assist them to make this idea operational.

Of course, they are several factors inhibiting this process, mostly related with our lack of any –besides the project- experience of similar actions. Nevertheless, the political will is strong for implementing it, municipal staff may have limited but positive experience and lastly local stakeholders endorse it and thus leading us to assume that any arisen obstacles could be dealt with.

G. GASTRONOMIC CITIES PROJECT PARTNERS

BURGOS – LEAD PARTNER

Burgos is situated in the north-central part of Spain with a population of 180,000 inhabitants, It is only 2 hours and 30 minutes from Madrid Airport (Barajas). The legacy of Burgos in the history of mankind has no limits. There are few cities that meet three listed World Heritage Sites: The Cathedral of Burgos, the Santiago Pilgrims’ Way and the Atapuerca site. Very near the symbol of the city, the Cathedral, stands the Human Evolution Complex formed by the Museum of Human Evolution, the National Research Centre and the Convention Centre, designed by the prestigious architect Navarro Baldeweg.

Burgos had the honor of being the Spanish Capital of Gastronomy in 2013. The city was awarded Science and Innovation city in Spain 2012 and one of the candidate cities to become European Capital of Culture 2016. The enviable geographic location of the city and its new infrastructure make it a business hub of the highest level of excellence. The two Industrial Estates in Burgos are home to approximately 1,500 companies and their transport connections are unbeatable.

FERMO

City of Fermo, the provincial capital with 38,284 inhabitants is located in Marche Region in the center of Italy at an altitude of 319 m a.s.l., few kilometers far from the Adriatic Sea. Fermo, once a Roman Colony, has always been the most important center of the district for its abundant history, for the presence of historical-artistic evidence, for the industrial activities (shoes, hats, fashion), agrofood production and for the tourist and cultural initiatives. The territory is the result of a great
synthesis of sea and hills and goes from ample beaches to amazing historical city center in a panoramic position over the Adriatic.

www.comune.fermo.it

KORYDALLOS

The city of Korydallos is located at the southern part of Greece, at the southwest of Attica region as one of main urban suburb of the metropolitan area of Athens. Its population is estimated at 63,445 inhabitants. The administrative limits of the city are 5,41 km², of which 2,94 km² constitute the residential area which is organized into 10 Planning Units that are heterogeneous both in size and population. An important element in local economic activity are services. Commerce, restaurants and café present particularly dynamism being the main economic activity within the limits of the city.

ALBA IULIA

Alba-Iulia is a medium-sized Romanian city with 63,000 inhabitants situated in the heart of the historical region Transylvania. The long history of the city has left Alba Iulia with rich historical heritage. An important tourist attraction is the Alba Carolina Citadel built between 1714 and 1739 with walls 12 kilometers long.

In 2012 Alba Iulia received from the European Commission the title of European Destination of Excellence, for the conservation and rehabilitation works made on the local historical and cultural heritage. Tourism is one of the most relevant sector aimed for the development local economy. The city maintains also a range of traditional industries - a predominant porcelain industry, and other activities related to food processing, textile manufacturing or metal working, etc. According to the World Bank and the Moody’s Rating Agency, Alba Iulia Municipality is a city with a strong institutional capacity for planning urban development and attracting financing resources for urban policies and projects.

L’ HOSPITALET

L’Hospitalet de Llobregat is located in the coastal plain, between Baix Llobregat, industrial zone, and the city of Barcelona. It is a Mediterranean city. Traditionally, L'Hospitalet was an agricultural town. In the early twentieth century, the city experienced a huge industrial development and a spectacular
growth. L’Hospitalet became the second most populous city of Catalonia, after Barcelona, with nearly 260,000 inhabitants.

In the late nineties, l’Hospitalet began its second major transformation to become a modern town and an attractive city to develop new economic activities. With its fantastic geographic location, allows easy access to the airport, and the sea-port at the “Zona Franca” in Barcelona (logistic activities zone). The "Fira" conference congress facility attracts a huge amount of businessesa nd visitors. L'Hospitalet is focusing on higher education and keeps a close collaboration between the city and the University of Barcelona. The characteristic spirit of the city make the citizens: 47.3% are born in Catalonia, 25.3% from other Spanish regions and 27.4% were born abroad.
HO-RE-CA sector (Hotel, Restaurant and Cafeteria) is nowadays, one of strategic sectors for future city development which is also now one of the most vivid economic sectors.

LEAD EXPERT – Mr. JANEZ SIRSE

Mr. Janez Sirše has a long career in administration, education and business development. He has rich experience in research, development and consulting for public and private sector. He was also director of Center for Tourist Promotion, Minister of Tourism of independent Slovenia and latest secretary general of Government Council for Tourism. In 1993, Mr. Sirše founded National Tourist Association and together with leading Slovenian tourism companies in 1998 International Tourism Institute. Since 2013 he has been also lecturing at the University of Ljubljana - Faculty of Economics in Ljubljana and the Faculty for Commercial and Business Sciences in Celje. With his knowledge, experience and managerial skills Mr Sirše has been working for last 15 years in international projects as team leader and expert in tourism, culture and social integration. He prepared and implemented many strategic development and policy documents, administrative, marketing and business organization structures, marketing plans and innovative programmes and products on national, regional and local level. He is frequent speaker and moderator on international conferences, forums and meetings. Mr Sirše is experienced in working in multicultural and multilingual teams and has been working mainly in European Union, South-East Europe and Caucasus.