

HALANDRI, GREECE

BACKGROUND INFORMATION	
PROJECT TITLE	<p>ERDF Project 1: Green Life in the City of Halandri (Πράσινη ζωή στην Πόλη του Δήμου Χαλανδρίου)</p> <p>ERDF Project 2: Construction of Kindergarten in Patima II, Municipality of Halandri (Κατασκευή παιδικού σταθμού στο Πάτημα II του Δήμου Χαλανδρίου)</p> <p>Both projects form elements of the Local Action Plan for the URBACT II network 'RegGov – Regional Governance of Sustainable Integrated Development of Deprived Urban Areas', a fast track network implemented under the European Commission's 'Regions for Economic Change' initiative.</p>
Beneficiary	Municipality of Halandri
Duration of project	<p><u>Project 1</u>: 01-06-2009 – 06-2012, duration 36 months</p> <p>Implementation of physical works lasted 11 months for the regeneration of public squares (sub-project 1) and 18 months for low-traffic road construction and vegetation planting in schoolyards (sub-project 2).</p> <p><u>Project 2</u>: incorporated in the OP 10-05-2012. Implementation is estimated to start on 08-2012. Duration is estimated at 18 months.</p>
Member State	Greece, Attica, Halandri
Geographic size	<p>Area of Patima: more than 10 000 inhabitants (8 745 persons registered in the 2012 voters' registry of Patima; real number of inhabitants would include non-voting population and residents voting in other areas) – 1 155 sq km</p> <p>Municipality of Halandri: 73 970 inhabitants (national census 2011) – 10 805 sq km.</p> <p>Functional urban area (Athens): 3 761 000 inhabitants</p>
Funding	<p>Total budget for the two projects: €2 494 000, of which ERDF €2 119 900.</p> <p>Project 1: Total budget (after subcontracting discounts): €1 200 000, of which ERDF 85% – €1 020 000 and national sources 15% – €180 000</p> <p style="padding-left: 40px;">Sub-project 1 (regeneration of public squares): €535 000</p> <p style="padding-left: 40px;">Sub-project 2 (low-traffic roads and planting of schoolyards): €618 000</p> <p style="padding-left: 40px;">Sub-project 3 (dissemination): €37 000</p> <p>Project 2: Total co-funding budget: €1 494 000, of which ERDF 85% – €1 269 900 and national sources 15% – €224 100</p> <p>(The final budget will be lower after the subcontracting discounts)</p>
Operational Programme	<p>Regional Operational Programme 'Attica' 2007-2013,</p> <p>CCI nr 2007GR161PO006</p> <p>Final approval date : 2007-11-05</p>
Managing Authority	<p>Ministry of Development, Competitiveness and Shipping</p> <p>Special Managing Service of the Regional Operational Programmes</p> <p>Nikis Str 5-7, EL-101 80 Athens</p> <p>Intermediate Managing Authority of Attika Region</p> <p>Syngrou Ave 98-100, EL-117 41 Athens</p> <p>The Special Managing Service has the responsibility of coordination, management and monitoring of all actions involved in the implementation of the regional OPs.</p> <p>The Intermediate Managing Authority (IMA) of Attika Region is monitored directly by the General Secretary of the region. Its role is to manage and monitor all measures carried out within the administrative boundaries of the region of Attika over the programming period 2007-2013 and funded by the Structural</p>

	Funds. The IMA of Attika manages and monitors the two projects in collaboration with the municipality of Halandri and actively participated in the URBACT II RegGov Fast Track network.
Cohesion Policy Objective	Convergence – phasing-out
Main reason for Highlighting this case	<p>The URBACT II initiative brings together actors at local and regional level to exchange experience and learn from each other in the field of urban sustainable development. The main objective of the initiative is to improve the effectiveness and impact of a wide range of urban policies at the local level. The means to achieve this goal are Local Action Plans produced in the framework of URBACT thematic networks with the aim of leveraging concrete follow-up investments and putting innovative policies into practice.</p> <p>The municipality of Halandri has invested a lot of effort over the last 10 years to make the most of learning potentials available through the various EU networking and exchange mechanisms. Participation in the RegGov Fast Track network was part of a long-standing dynamic for the improvement of municipal governance mechanisms and the implementation of integrated urban development policies. The task of delivering a concrete Action Plan with the participation of local stakeholders, together with a substantial and fruitful collaboration with international partners from both competitiveness and convergence regions, has been acknowledged by all involved parties as a very significant legacy for Halandri.</p> <p>The main objective of the creation of a LAP for Patima was the elaboration of a sustainable urban strategy for an area with serious problems of underdevelopment in terms of urban infrastructure, public utility networks and public spaces, due to its rapid urbanisation the last 10 years. The two projects presented here are among the first steps achieved towards the implementation of the priorities identified in the LAP.</p> <p>Furthermore, close cooperation with the Attika Region IMA through the Fast Track labelling and international experience exchange through the RegGov network has been important for the improvement of the municipal agencies' competences and the formation of a methodology/tool for participative integrated planning that afterwards can be transferred and used in other areas.</p>
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1. PROJECT DESCRIPTION	
Overall objective / goals	<p>The overall objective of the municipality of Halandri for the target area is its environmental, economic, and social upgrading, aiming to improve the quality of life for residents and to mitigate the effects of climate change.</p> <p>A number of goals are identified in the LAP and further divided into strategic action sectors and concrete actions. These goals include:</p> <ul style="list-style-type: none"> • Social goals: the improvement and equal distribution of social infrastructure, as well as the protection of the residential character of the city; • Economic goals: an increase in business activity within the city and the restoration of its historical and cultural heritage; • Environmental goals: the integrated management of the Halandri stream as a key resource for urban green space and as a leisure area for residents; water resources management and flood prevention; energy efficiency schemes; improving traffic flow, further promotion of recycling; • Physical goals: the improvement of the area's accessibility not only from the centre of Halandri, but also from other neighbourhoods and towns in

	<p>the Attica region; upgrading of the city's image regarding waste management; underground cables and open green spaces; completion of infrastructure.</p> <p>These actions were prioritised following the deliberation process and the work of the Local Support Group. The two projects fall under the actions listed in the LAP and serve the above-mentioned objectives.</p>
Description of activities	<p>The 'Green Life in the City of Halandri' project is the first large-scale integrated project implemented in the city of Halandri. It involved targeted actions of urban tissue revitalisation focusing on its environmental upgrading and improvement of urban equipment. Specific actions include:</p> <ul style="list-style-type: none"> • regeneration of public spaces with redesign of existing squares and development of empty plots into new squares and playgrounds • extensive vegetation planting of renovated areas • vegetation planting in school playgrounds • creation of a network of pedestrian and cycle paths (including road traffic calming measures) <p>The physical works were divided in two sub-projects: 'Regeneration of public spaces in the municipality of Halandri' and 'Low-traffic roads and vegetation planting in school playgrounds of the municipality of Halandri'. Although the works were carried out throughout the municipality, various interventions were implemented in the LAP's target area.</p> <p>The project for the construction of the kindergarten in the area of Patima aims to improve the area's urban and social infrastructure.</p> <p>Both actions serve the goals of the LAP for the regeneration and upgrading of the area. Apart from these two projects, two sewage infrastructure projects were implemented with ERDF co-funding in the area during this period.</p>
Recipients	The area's residents and local businesses (mainly local commerce and marble manufacturers) of Patima.
Mainstreaming of gender equality and non discrimination	The equal access of all citizens of Halandri to a similar level of services and urban infrastructure was one of the main goals of the LAP of Patima. The 'Green Life in the City' project aims to improve traffic flow and access for disabled people. The construction of the kindergarten aims to release women from childcare and thus enable them to access the labour market.
Intended outputs and results	<p>Both projects are expected to improve the living conditions for residents in Patima by providing new urban infrastructure, public spaces for recreation and social infrastructure. The projects incorporate interventions related to the accessibility of disabled people.</p> <p>Specific outputs of the 'Green Life' project in the target area consist of the regeneration of a public space in Drosias street in Patima, of about 1 000 m² (including sitting area, 155 m² playground, infrastructure for disabled persons and vegetation) with a budget of about €250 000.</p> <p>Indicators (for the entire 'Green Life' project):</p> <ul style="list-style-type: none"> • 4 500 m² of fully-equipped public green space • 2 redesigned squares • 80% increase in green space in the intervention areas • 450 m network of cycle paths and low-traffic roads <p>The child care centre will be constructed on a plot owned by the municipality of about 1 650 m². It will be of 453.76 m² and will serve 46 infants. Duration is estimated at 18 months.</p> <p>Indicators include:</p> <ul style="list-style-type: none"> • 1 new child care infrastructure • capacity of new child care infrastructure: 46 infants

2. POLITICAL AND STRATEGIC CONTEXT

National and The National Strategic Reference Framework (NSRF) for 2007-2013

<p>regional framework for implementing ERDF funded urban development projects</p>	<p>constitutes the reference document for the programming of European Union Funds at national level for the 2007–2013 period.</p> <p>The Regional Operational Programme for Attica 2007-2013 is one of the five Regional Operational Programmes (ROPs), which, together with the eight Sectoral and 12 European Territorial Cooperation Programmes make up the NSRF for 2007-2013.</p> <p>The region's development vision for the present programming period concentrates on the 'Enhancement of the international role of the Region of Attica acting as a European Metropolis in the area of South-Eastern Europe and the Mediterranean Sea'.</p> <p>The programme's objectives are:</p> <ul style="list-style-type: none"> • Improvement of the region's attractiveness as an international business centre • Improvement of economic competitiveness through the encouragement of innovation, entrepreneurship, research and technology and the spreading and exploitation of new information technologies • Improvement of the quality of life and protection of the environment • Creation of more and better job opportunities. <p>Funding for the Regional Operational Programme of Attica for the programming period 2007-2013 is €3 561 million while the Community share of €2 438 million is financed exclusively by the European Regional Development Fund (ERDF).</p> <p>The operational programme is divided into five priority areas:</p> <p>Priority 1: Strengthening infrastructure relating to accessibility and energy</p> <p>Priority 2: Sustainable development and improving quality of life</p> <p>Priority 3: Improving competitiveness, innovation and digital convergence</p> <p>Priority 4: Regeneration of urban regions</p> <p>Priority 5: Technical assistance</p> <p>In 2008 the Attica Managing Authority launched a call for funding under the Attica OP priority 4 (regeneration of urban regions) with the title 'Green life in the City'. This was addressed to municipalities and it involved projects for the urban and socio-economic regeneration of urban areas, focusing on the enhancement of green areas and the promotion of activities related to culture, tourism and entrepreneurship.</p> <p>In 2010 a call for the construction and development of childcare infrastructure was launched, under priority 2 (sustainable development and improving quality of life) with the aim of improving health and social infrastructure (crèches).</p>
<p>The planning context</p>	<p>The municipality of Halandri is one of the biggest in the wider Athens area. It is situated in the north-eastern part of the Attica basin. Its main land use is residential, mostly consisting of low-rise detached housing, with an extended local commercial area in the centre and a concentration of supra-local businesses on its peripheral road axes. It is a middle- to high-income area.</p> <p>The Patima area, which was the target area for implementing the Local Action Plan developed in RegGov, sits in the northernmost part of the city and is the last area to have been inserted into the city plan. The area presents some peculiarities that classify it as a rather 'deprived' area in comparison to the rest of the city. From a completely rural character, the area has transformed into a high-end suburb over the last few years. The economic growth of previous years has led much of the population to search for higher living standards and often for new, more luxurious accommodation. The resulting rapid housing development, in most cases preceding the extensions of city plans and infrastructure, transformed the open fields of Patima into luxurious residential areas almost overnight.</p> <p>This rapid growth has created needs for infrastructure (technical and social) that could not be met by the municipality in the respective time period. During this</p>

	<p>transition, the integration of the target area into the city plan was limited. The absence of planning led to an incoherent distribution of public and open spaces and an unbalanced investment in infrastructure and urban equipment of the area.</p> <p>This fact has created a unique situation with an area that has all the characteristics of a deprived area and the image of a developed one.</p> <p>Operational programme of Halandri</p> <p>Since 2006 the new Municipal and Communal code of Greece introduced the concept of Municipal Operational Programmes in the framework of the modernisation process of local government. The municipality of Halandri produced its first OP for the period 2008-2010. The current 4-year OP 2011-2014 was drafted during the first semester of 2011. It defines the strategic goals and priorities for local development, as well as for the organisation of the municipal administrative apparatus. The way to pursue these goals is specified by a list of actions and implementation strategies.</p> <p>The Local Action Plan for the area of Patima</p> <p>The Local Action Plan produced in the framework of the three-year URBACT II Fast Track network was finalised in April 2011. It has been incorporated in large part into the municipal OP 2011-2014. It is the most comprehensive planning tool for the sustainable urban development of the area of Patima.</p>
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	<p>Project idea</p> <p>The interventions implemented by the 'Green Life in the City' project (public squares, playgrounds, low-traffic roads, planting vegetation etc.) were included as a priority in the 2006-2010 City Plan of Halandri. The specific project does not directly derive from the Local Action Plan since it was previously planned and implementation started in parallel with the processes for the drafting of the LAP. However, the projects undertaken were ranked as high priority by Patima residents during the deliberation process and were included in the LAP amongst the suggested actions. The construction of the kindergarten was considered a priority investment for the target area and was also included in the LAP. The planning office of the municipality of Halandri initiated the LAP and the implementation of the specific projects.</p> <p>Needs assessment</p> <p>The need to upgrade public utility networks, create public open spaces and playgrounds and build a kindergarten in the area were recorded during the deliberation process of the RegGov project and were included in the suggested actions of the Local Action Plan.</p> <p>Selection by the managing authority</p> <p>The municipality of Halandri applied for the two open calls launched by the Attica managing authority. The 'Green Life in the City of Halandri' project was selected on the basis of a comparative competition, while the kindergarten was selected through direct evaluation and compliance with the call on a first come, first served basis. Both projects were considered mature enough and were included for funding.</p> <p>In both cases the active participation of the IMA in the elaboration of the LAP of Patima facilitated the cooperation between the MA and the municipal administration during the project's design and application process. However Halandri received no special treatment related to its prior involvement in the Fast Track URBACT RegGov network.</p> <p>Considerations of risk in the LAP elaboration</p> <p>The risk related to the introduction of participatory integrated planning methods for the elaboration of a Local Action Plan was mostly related to the deliberation</p>

	<p>process which is something really novel in the local planning procedures. Residents were initially negative towards the communication and co-operation process with the municipality, often fearing being deceived or used for political reasons. The municipality was very careful in applying novel participatory techniques and methods with the support of experts from the RegGov network. Most importantly, the administration and elected authorities worked hard to affirm their long-term commitment to the needs and demands of local residents.</p> <p>Considerations of risks in the selection process</p> <p>The risk assessment is part of the application process. The Managing Authority's intention is to eliminate risks related to the design, legal permits, sub-contracting and other necessary technical and legal procedures. These are considered prerequisites and are related to the project's maturity in the selection process in order to avoid significant delays during the implementation phase.</p> <p>Actually the implementation of the 'Green Life in the City' project was very efficient and was conducted within the initial time schedule. The construction of the kindergarten is expected to start in August 2012 with no foreseen potential risks related to its implementation.</p> <p>Sustainability, results exploitation and transferability</p> <p>Since the initial stages, the drafting of a Local Action Plan has been considered not only as a guide for the future development of the specific area, but also as an opportunity to develop a methodology for integrated planning and to introduce locally new forms of participatory and co-operative planning. Thus the experience of RegGov contributed to the improvement of the municipality's competences and know-how to develop and implement integrated and sustainable neighbourhood regeneration strategies.</p> <p>Consideration of energy efficiency</p> <p>The 'Green Life in the City' project aims at the environmental upgrading of the area, with actions that create better micro-climatic conditions in the target areas (greening of spaces and use of environmentally-friendly materials). Additionally, low-energy consumption technologies have been used in the lighting of regenerated public spaces.</p> <p>The childcare centre's design is based on principles of passive energy building design (thermal insulation, shading, passive ventilation and cooling) and uses solar water heating systems. It is also in conformity with the current Building Energy Efficiency Regulation (KENAK).</p> <p>Role of EU support</p> <p>Certainly the projects would not have advanced to actual implementation if it were not for EU financial support. Apart from that, the participation of the municipality in various EU-funded projects (both networking and urban development) has left the municipal services with a valuable asset: integrative ways of thinking, planning and policy implementation.</p> <p>Other funds</p> <p>The specific projects are funded only by ERDF.</p> <p>The municipality is constantly looking for other funding sources in order to advance the implementation of other priority actions included in the LAP.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>Selection of project manager</p> <p>The management of the Local Action Plan drafting was done by the head of the municipality's Department of Planning and Development.</p> <p>The project manager in both physical projects is appointed by the head of the Technical Department of the municipality.</p> <p>Management structure</p> <p>A simple and flexible project management scheme was created for the drafting and implementation of the Local Action Plan. This consisted of a Steering</p>

Committee, appointed by the city council, the Local Support Group, which consisted of residents and officials of the municipality, and the Planning Group, consisting of staff from the municipality's Department of Planning and Development.

The two physical projects are managed and implemented by the Technical Department of the municipality in cooperation with the Attica Managing Authority.

For the LAP elaboration 4 persons worked as the Steering Committee for three years. The Local Support Group consisted of 15 people and worked for about one year.

Most people involved in the management and delivery of the two technical projects are part of the permanent staff of the municipality. The 'Green Life in the City' project was managed by a team of three engineers (two supervisors and one assistant). Financial management was done by two administrative officers of the Department of Financial Services.

The team for the childcare centre has not been appointed yet. It is expected to have a standard management structure such as the one described above.

Steering groups

A Steering Committee was appointed by the city council for the drafting and implementation of the LAP. It consisted of the head of the Programming Department, the mayor, a vice-mayor and one of the mayor's specialist advisers. Its role was to supervise and carry out all the necessary procedures for the elaboration of the LAP.

There was no need for a steering group in the implementation of the two physical projects.

Monitoring

Monitoring of implemented projects is done by the responsible Technical Department of the municipality. The IMA has the overall supervision of the works through payment of accounts and regular *in situ* inspections.

Evaluation

No specific evaluation of the projects and their impacts has been done yet or is anticipated. An evaluation of the operational programme of Halandri is planned at the end of its implementation period.

An initial recording and evaluation of the 'Green Life in the City' project has been included as a case study of 'Integrated Neighbourhood Development in Practice' in the RegGov final report.

Urban Observatory

On the local level a monitoring and evaluation mechanism is being developed to help the Local Action Plan readjust to the new circumstances. To deploy this mechanism, the municipality is using the experience gained from the implementation of the Habitat Agenda II in the city and the creation of the urban observatory. In this framework, a series of environmental, socio-economic and sustainable urban development indices have been employed to monitor and evaluate the progress of the LAP and the impact it will have on the area.

However, this has not yet been brought into operation.

Quantified targets

In relation to the specific physical works, quantified targets refer to metres of roads and infrastructure constructed, square metres of green spaces and playgrounds refurbished, and number of school playgrounds that have been landscaped and planted.

Overcoming obstacles

No significant problems occurred during the implementation phase of the 'Green Life in the City' project and none has occurred so far or is foreseen regarding

	<p>the construction of the childcare centre.</p> <p>One of the major obstacles that occur when implementing urban development projects is related to the degree of maturity of the actions proposed. A lot of projects stall because of the slow advancement of preparation procedures related to incomplete planning, acquisition of construction permits and other bureaucratic requirements. The IMA has dealt with this issue by considering the completion of these procedures as a prerequisite for the selection of projects, and thus by not funding the projects' preparation phase. On the other hand, this requirement is impeding the advancement of a number of otherwise eligible projects, especially in the current context of limited human and financial resources for local administrations.</p> <p>Coordination with other EU funds</p> <p>The projects are not funded from EU funds other than the ERDF</p>
<p>3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>Composition of the partnership</p> <p>The two projects do not have a special partnership composition. Their implementation involves the managing authority, the beneficiary and respective subcontractors.</p> <p>However, for the LAP drafting, a quite innovative partnership scheme was introduced consisting of the municipality's planning department, experts and local stakeholders (residents, associations and businesses).</p> <p>The IMA of Attika region was also actively involved in the process since the RegGov URBACT network was granted the Fast Track label. A representative of the IMA was present at almost all working meetings, their main contribution being to explain how the MA operates and clarify the steps needed to obtain EU funding.</p> <p>Roles of partners</p> <p><u>Funding provider:</u> Attica Region ERDF Managing Authority (EU co-financing and national resources) and municipality of Halandri (own sources co-financing). The Attica Regional Operational Programme Managing Authority is a crucial partner since it provided its expertise and support during the LAP formation, but also in the pursuit of the necessary funds for the implementation of specific actions.</p> <p><u>Final beneficiary:</u> municipality of Halandri</p> <p><u>Design and technical support:</u> Technical Department of the municipality</p> <p><u>Expertise provider:</u> members of the RegGov network, specifically the technical expert of the network, Mr David Froessler, planner.</p> <p><u>End-user recipient:</u> local residents and businesses</p> <p><u>Stakeholders:</u> members of the Local Support Group for the drafting of the LAP (Local citizens' associations and marble businesses association).</p> <p>Involvement of the public</p> <p>Participative approaches were applied at various design phases of the Local Action Plan. At first, a consultation procedure with the residents took place, involving dissemination activities (publicity and awareness campaigns), questionnaires and public events, in order to define and rank problems and aims for the LAP. Then a simple and flexible project management scheme was created. The main organs employed in drafting and implementing the LAP were the Steering Committee, which was appointed by the City Council, the Local Support Group, which consisted of residents and officials of the municipality, and the Planning Group (Department of Planning and Development of the municipality).</p> <p>The deliberation with citizens and local stakeholders started in 2008 and consisted of two big public open meetings (with the participation of approx. 100 citizens) and the distribution of information material and questionnaires in between. The first public meeting was mostly informative. The Steering Committee presented the objectives of the project and initiated the deliberation</p>

	<p>process. More than 300 citizens filled in the questionnaire. The second meeting was conducted in a much more enthusiastic atmosphere (since the municipality had gained the trust of local residents about its commitment to the process) and took the form of a working meeting.</p> <p>The Local Support Group, after having studied the results of the questionnaires collected from the residents and after open consultation with the inhabitants of Patima, concluded with a series of actions it considered of utmost importance for the sustainable development of the area.</p> <p>Role of city administration and political support</p> <p>The municipality is the leader of both projects and has central role during all phases of design and implementation. Political support from the local authority has been very strong during all phases. The elaboration of the Local Action Plan was done with the personal involvement and leadership of a mayoral consultant. The mayor himself participated in the meetings of the steering committee with the citizens.</p> <p>Leadership</p> <p>The Steering Committee and the Local Support Group provided leadership for the Local Action Plan.</p> <p>The Technical Department of the municipality is responsible for the management and implementation of the two specific technical projects deriving from the LAP.</p> <p>Innovative elements of partnership</p> <p>The participative planning process, introduced locally for the first time in the framework of the RegGov network, was the most innovative element of the LAP elaboration.</p>
4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES	
<p>4.1 INNOVATION</p> <p>4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES</p>	<p>Project design, planning and management</p> <p>The municipality, with the support of the RegGov international network, initiated the novel approaches to city planning.</p> <p>The joint meetings of local support groups with the municipality's design team constituted a novel process initiated for the purposes of implementing the Local Action Plan. These sessions enabled not only the exchange of views between the two parties involved, but also the co-production of a tool for local government: the Local Action Plan.</p> <p>Communication and dissemination</p> <p>In order to nurture the deliberation processes for the Local Action Plan, a very thorough communication and dissemination process was launched, with rich information material distributed to local residents and awareness raising campaigns.</p> <p>Exploitation of results</p> <p>The LAP experience flows into the formulation of the five-year City Plan as well as the annual fiscal programming of the municipality. The experience from the participatory planning schemes that were implemented renders the role of the newly-introduced Municipal Deliberation Committees much more substantial.</p> <p>Main challenges and obstacles</p> <p><u>Gaining trust</u></p> <p>The main challenge for local support groups, as revealed from the beginning, was the hard work that had to be done to achieve open communication between local society and the management and services of the city, by creating a climate of dialogue and trust between the two parties.</p> <p>Fear of deception by the political power and absence of prior experience in such processes are the main reasons for this distrust.</p>

	<p>Funding resources and commitment to the implementation of the plan.</p> <p><u>Securing continuity</u></p> <p>Continuity and consolidation of the progress made in the RegGov framework is an important challenge that the municipality is facing at two levels. First, in showing commitment to the implementation of the LAP and finding resources for the realisation of concrete works. But also in establishing permanent structures for the open participation of citizens in planning procedures. Failure at both levels might discredit the whole experience and further amplify the distance between the local authorities and the residents. This will make more difficult any other 'top-down' attempts at citizens' involvement in the planning process.</p>
4.3. THEMATIC FOCUS	<p>Theme 6: Cooperation and networking</p> <p>Cooperation and learning are key elements of EU cohesion policy and are supported through a number of networking mechanisms. The URBACT II initiative aims to enhance the effectiveness of sustainable integrated urban development policies through the sharing of experience, the dissemination of good practice and knowledge transfer. In addition to that the Fast Track label is promoting close co-operation between partner cities and managing authorities when elaborating Local Action Plans, so as to facilitate funding for follow-up projects.</p> <p>The case of Halandri is an example of how local, regional and international cooperation through EU-funded networking can give local administrations the opportunity to develop specific planning and policy tools for sustainable urban development and improve their operational capacity. The two projects are part of a wider sustainable development strategy of the municipality of Halandri that was further elaborated and specified in the framework of a European cooperation network, the URBACT II RegGov Fast Track network.</p> <p>Cooperation at all levels proved an important source for knowledge and information sharing. Cooperation (in working meetings, field trips, cluster groups, peer reviews etc.) with international partners, especially the lead partners and those from developed urban planning contexts, was a valuable experience and legacy, especially for the administration staff and local actors involved. Cooperation with the IMA provided to the municipality a clearer understanding of the MA's operation, the formation of the OPs and the funding procedures.</p>
5. FUNDING	
	<p>Project 1: Total budget (after subcontracting discounts): €1 200 000, of which ERDF 85% – €1 020 000 and national sources 15% – €180 000</p> <p style="padding-left: 40px;">Sub-project 1 (regeneration of public squares): €535 000</p> <p style="padding-left: 40px;">Sub-project 2 (low-traffic roads and planting of schoolyards): €618 000</p> <p style="padding-left: 40px;">Sub-project 3 (dissemination): €37 000</p> <p>Project 2: Total co-funding budget: €1 494 000, of which ERDF 85% – €1 269 900 and national sources 15% – €224 100</p> <p>The municipality of Halandri had a budget of €45 930 for its participation in the RegGov network.</p>
	There was no private sector leverage.
	It was not a financial initiative.
6. PROJECT ASSESSMENT	
6.1. FINANCIAL SUSTAINABILITY	<p>After the completion of works both projects will be part of the regular responsibilities of the Municipality of Halandri as regards their function and maintenance.</p>
	<p>Continuity</p> <p>The projects did not start in a previous funding phase.</p>

<p>6.2. TRANSFERABILITY</p>	<p>Mainstreaming Both projects are related to the Local Action Plan that was drafted in the framework of the RegGov fast track URBACT network.</p> <p>Transferability Since the beginning, the intention of the municipality in participating in the RegGov network, apart from the creation of a Local Action Plan for the target area (in order to address the growth gap between Patima and the rest of Halandri) had two goals for the transferability of this targeted experience:</p> <ul style="list-style-type: none"> a) The development of a tool/methodology for the formulation of Local Action Plans b) The acquisition of expertise in citizens' involvement in decision-making. <p>The above-mentioned points are considered the most important gains from the municipality's involvement in the URBACT network and are expected to 'take the municipality forward to the next era of sustainable administration'.</p> <p>The process for the formulation of the current five-year City Plan (2011-2014) of the municipality of Halandri started in 2010 and was very much informed by the experience of the Patima LAP. It was based on the new 'Municipal Deliberation Committees' (with participation of local stakeholders) introduced in the 2010 'Kalikratis' local government reform. According to Mrs Alexandropoulou this is reflected in the outcome of the process, since the current City Plan is much better than the previous ones, in terms of structure, ranking of priorities, inclusion of different interest needs etc.</p>
<p>6.3 ISSUES AND PROBLEMS</p>	<p>Timing and funding opportunities Both the availability of the municipality's own resources and the timing of the desired call from the operational programme managing authorities can significantly impact on the development schedule of the LAP and also on the eventual realisation of the actions planned:</p> <ul style="list-style-type: none"> (a) the current pressing economic situation that Greece is facing limits the municipality's own funds to a low level; (b) the region of Attica has entered a phasing-out status which translates into less direct funds from European initiatives. <p>Prioritising URBACT action plans Another problem related to the continuation and funding of the accomplishments developed through the URBACT networks is the fact that no specific prioritisation is considered in the Regional Operational Programmes. This problem was pointed out both by the Managing Authority and by the head of the Planning Department of the municipality. A more coherent timing of URBACT calls and NSRF funding periods, and also the prioritisation of Local Action Plans through targeted funding schemes in the Operational Programmes, are considered necessary for the substantial consolidation of the URBACT tool as a vehicle for sustainable urban development.</p>
<p>6.4 PROJECT OUTPUTS & RESULTS</p>	<p>The participation of the municipality in the RegGov network and the drafting of the LAP for Patima have resulted in a concrete guide for the future sustainable development of the area. The impact of this experience is however much wider, since it provided the local administration of Halandri with an important tool and know-how for practicing participatory integrated urban planning, and contributed to the substantial improvement of its participatory and planning mechanisms.</p> <p>The 'Green Life in the City of Halandri' project made an important contribution to the amelioration of the quality of life in the areas in which it was implemented. Outputs were delivered within the predicted time schedule of the project.</p> <p>The construction of the kindergarten is expected to increase and improve the existing social services in the Patima area.</p>
<p>7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED</p>	

	<ol style="list-style-type: none"> 1. The commitment of local administration officials and elected authorities to the urban upgrading of the area, both during the drafting of the LAP and also in finding resources to finance actual works, which overcame the initial distrust of local residents. 2. The creation of a useful tool such as the LAP for Patima, which was prepared with the assistance and participation of the residents, is an important legacy for the local governance mechanisms of Halandri. The fact that the LAP is a simple, understandable, flexible and practical guide is expected to expand its use to every facet of the administration. According to the head of the Planning Department of the municipality, this experience actually took shape in the budgetary discussion for the following fiscal years and also in the preparation of the current City Plan (2010-2014). 3. <i>Participation of the public in local decision-making and policy-making is important for the integrated sustainable development of the city.</i> 4. The Fast Track labelling and subsequent close co-operation between the municipality and the IMA of Attika region was a positive experience in the sense that it gave the opportunity to the municipal administration staff to familiarise themselves with the IMA logic and procedures and to gain a clearer idea of the steps needed to get funding for specific projects. Further efforts would be needed however in order to a) make project preparation more efficient from the municipalities' side, and b) develop more focused and integrated funding opportunities for URBACT LAPs from the side of the MAs.
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8. FURTHER INFORMATION

Bibliography	<p>URBACT – RegGov RegGov final report, May 2011, http://urbact.eu/fileadmin/Projects/Reg_Gov/documents_media/Reggov_finalreport_web.pdf</p> <p>Patima LAP http://www.halandri.gr/frontoffice/portal.asp?cpage=NODE&cnode=171 RegGov, English abstracts of Local Action Plans, April 2011 http://urbact.eu/fileadmin/Projects/Reg_Gov/documents_media/Reggov_finalreport_web.pdf</p> <p>Green Life in the City http://www.espa.gr/en/Pages/ProclamationsFS.aspx?item=602 http://www.halandri.gr/frontoffice/portal.asp?cpage=NODE&cnode=187 www.pepattikis.gr http://www.pepattikis.gr/20072013/wp-content/uploads/2008/11/ep_attikis.pdf www.attikis.gr</p>
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