

AGIA TRIADA HERAKLION

Integrated Action Plan

From Research... TO ACTION



EUROPEAN UNION
European Regional Development Fund



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**AGIA TRIADA OF HERAKLION INTEGRATED ACTION PLAN: From Research
... INTO ACTION**

First Edition

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The Integrated Action Plan was prepared with the "bottom-up" methodology with the cooperation of municipal services, local bodies, active citizens and technical consultants, who formed the "URBACT Local Action Group" for the Agia Triada (Urbact Local Group - ULG), with the cooperation of the Lead Partner – Coordinator Anke van Wijck, the Project Partners of "KAIRÓS" and the guidance and observations of the Expert of the network Miguel Rivas.



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For the management and implementation of the Program, a Project Management Team was established, in accordance with the Decisions of the Economic Committee of Heraklion No. 746/26.8.2019, 241/27.7.2020 and 706/02.08.2022.

The structure of the **“KAIRÓS” Project Management Team of the Municipality of Heraklion** is the following:

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Within the framework of the “KAIRÓS Network” the “URBACT Local Action Group” (URBACT LOCAL GROUP “ULG”) was created. The Group was established by Decisions No. 110975/2021 and 34023/2022 of the Vice Mayor of Heraklion, Mr. George Sisamakis.

¹ Has replaced Andreas Pantazopoulos on July 27th, 2020

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FOREWORD

The Integrated Action Plan analyzes, at all levels, the study area (Agia Triada), presents the vision and goals of urban revitalization and lists the projects that will contribute to it.

Through the evolution of the neighbourhood over the years, we have been led and inspired to formulate the urban development policy that we will follow. This policy can launch a number of very flexible projects in different fields and with different schedules.

At the level of the urban regeneration plan strategy, various programs are currently being implemented. These programs aim at interventions in the public space. The new proposed programs promote innovative forms of public-private partnership. Perhaps most promising is the program of maintaining a constant interaction between old and new residents, between a residential area and young small-scale entrepreneurs, aided by a diverse supply of housing.

The general plan concerns the transformation of the specific urban fabric of the area into an attractive place of “meeting” and “interaction”, with all the advantages of living in the city, but without its “noise” and “routine”.

As expected, investments in public space have a primary role. Landscaping, repair & renovation, landscaping of roads and squares and infrastructure provide accessible and enjoyable public spaces, so the users, who enjoy equal accessibility and quality of urban facilities.

The main goal of the urban regeneration process of Agia Triada is focused on two axes:

1. Maintain the physiognomy of the area as a residential area and
2. Attract small, non-disturbing business activities, mainly oriented in the field of cultural & creative industries.

What is being proposed in the IAP: while preserving most of the existing urban complex of Agia Triada, with point-by-point absolutely necessary modifications, to take care of restricting height construction due to the narrowness of the roads and sidewalks and the existing built environment, the majority of which do not exceed 2 or maximum 3 floors.

The design of the public space has to take into consideration the strengthening and improving of the microclimate of the area, together with upgrading the urban infrastructure and equipment, while at the same time highlighting the whole area as a historical, functional and morphological aggregation, with the unified morphological treatment of public space as a unity and a whole. This is accomplished by directing the pedestrian priority and enhancing the historical character of the neighbourhood, in order to create a public space that constitutes an essential cultural route through the history of the city of Heraklion.

Special attention must be paid to preserving the values of the “neighbourhood” so that it remains *open* to the consciousness of its inhabitants and that it becomes the basis for understanding the history and culture of the city, including people and places that need to be

regenerated. This notion, of creating a sense of “place”, incorporating the sense of “familiarity”, will be achieved through the appropriate urban design. Thus, Agia Triada retains its fundamental character of the residential area, while further improving the urban environment in all aspects, so as to become a worthwhile living neighbourhood. In order to become more attractive and viable, without losing its unique fabric, it is essential to incorporate soft economic activities and welcome culture-oriented small and medium businesses. Such economic activities adapt perfectly to the residential character of Agia Triada and contribute to the establishment of a renovated and attractive identity.

The reuse of historic buildings to provide housing business solutions, without the uncontrolled “invasion” of new facilities, will offer more open space, timelessness and cultural multiculturalism to the whole area of Agia Triada.

Community benefits will be promoted, including arts and cultural facilities, promotion of equal opportunities, public open space and social services. Emphasis will be placed on local training, employment and initiatives to help young people and the unemployed. Good traffic management practices, substantial road improvements and signage of ‘entry points’ to the neighbourhood will also be implemented.

Finally, considering the important aspect of regenerating an area the need to change the perceptions of its users, recognizing of course the time and effort it takes, it is necessary, throughout the planning and implementation phase, to connect the public sector with the people of the local community.

In addition to the above, after consultation among the stakeholders, a “Road Map to the Integrated Action Plan” was prepared. All IAP Roadmaps were peer-reviewed by all the participants in the Network.

The Integrated Action Plan evolved after extensive consultation with the stakeholders, from an in-depth study and evaluation of the studies that have been prepared in the last decades for Agia Triada and taking into account the real characteristics of the area, as they are formed today, but also the general economic and social situation of Heraklion.

The Integrated Action Plan is flexible and its core pillars are adaptable to ever-changing conditions, while promoting cultural preservation and economic recovery.

It is important to emphasize that the Municipality of Heraklion, having the strong political will, negotiated with the Regional Authority of Crete and succeeded in establishing a special sub-program exclusively focus on Agia Triada, for the programming period 2021-2027. The Sustainable Urban Development Plan of Heraklion of the current programming period is a continuation of the same program of the period 2014-2020 and is incorporated in the Operational Program of Crete.

This spatial sub-program for Agia Triada will aim at formulating a coherent and focused development strategy for the financing of interventions and urban regeneration projects of the area, in synergy and complementary to each other, in a holistic and interactive context.



Only in this way the goals of urban revitalization of the region will be achieved, the results will be measurable, the progress and effectiveness of the program can be assessed and conditions for sustainable development can be created.

We gave this IAP the title **“From Research ...to Action”**, emphasizing the idea that our efforts to invest in the development of the city are active and uncompleted, but adaptable, constantly fed back, and therefore attractive.

CHAPTER 1

INTRODUCING AGIA TRIADA

1.1 Brief presentation of Agia Triada

The City of Heraklion is located in the middle of the northern coast of Crete. Heraklion has been a Municipality since 1900. It is the capital of the homonymous Regional Unit as well as the Region of Crete and is also the 4th largest Municipality of the country.

The quarter of Agia Triada (Holy Trinity), formerly called *Kizil Tambia* is a quarter of the old town of Heraklion, located within the Venetian Walls in the north-western part of the inner city. The whole area of Agia Triada is 230 acres (approximately 600,000 square meters).

It was sparsely built during the Venetian occupation on Crete, with just a few buildings and many gardens. The area of Agia Triada was once full of life. The first markets of the city were located there with many small shops in a row: garland and wreaths markets, bakeries and grocery stores, traditional knives' shops and many more.

Following the catastrophe in Asia Minor, in 1922, there was an exchange of populations. The Turkish Cretans of Agia Triada left the area. The district then gathered a big number of refugees, as well as internal immigrants, mainly working people.

As in the outskirts of Agia Triada were established various cottage industries and small factories, the area was transformed into the residential neighbourhood of these people who constituted the labour force of this first industrial core of Heraklion.

The pyramidal age stratification of the population of Agia Triada comprises a large proportion of older people and a small proportion of young people, the later constantly decreasing. This demonstrates an "unhealthy" ratio between extreme age scales.

This phenomenon is due to the region's inability to retain its economically dynamic population. The difficulties encountered in the economic and social development of the region have driven a significant proportion of young people to move to other more developed areas within or outside Heraklion. Other economic features that form the area's image are low, to very low, incomes, with a predominantly working population and a high proportion of retirees and older people in general.

The main feature of Agia Triada is its extremely attractive urban fabric, which retains much of its historical character. Next to the factory and warehouse buildings, residential neighbourhoods were created to house the workforce, much of which has been preserved. These types of houses include the typical features and layout of the mid and low urban areas, most of them are single or two-storeyed with courtyards.



Hanioporta Square (1900)



The Palmeti Fountain

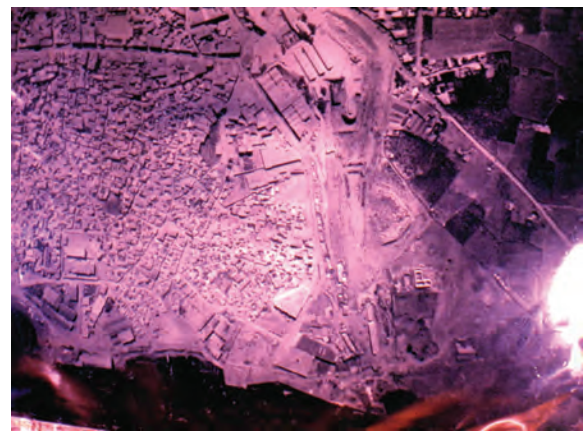


The Priuli Fountain

The building stock of Agia Triada, in its entirety, is a remarkable example of industrial building, but also a remarkable example of residential urban structure, composed by narrowly irregular alleys, ensembles of small houses of anonymous architecture. The stock is partially enriched by some, much smaller in number, houses and buildings of neoclassical type.



Agia Triada (aerial view, circa 2000)

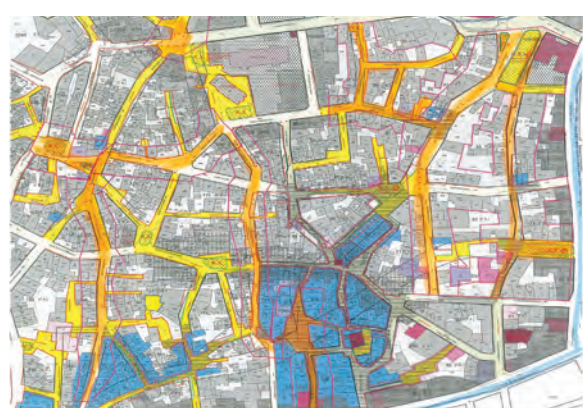


Agia Triada (aerial view, 1941)

A large part of the Agia Triada area has been designated as “Historic Place” because it is an existing pattern of the evolution of the city of Heraklion from an architectural, urban, historical and social point of view. By the Decree of the President of the Hellenic Republic, published on 27/7/2018 (Government Gazette No. 150), the revised urban plan of Agia Triada was approved, which incorporates the conditions and restrictions for the total protection of the area.



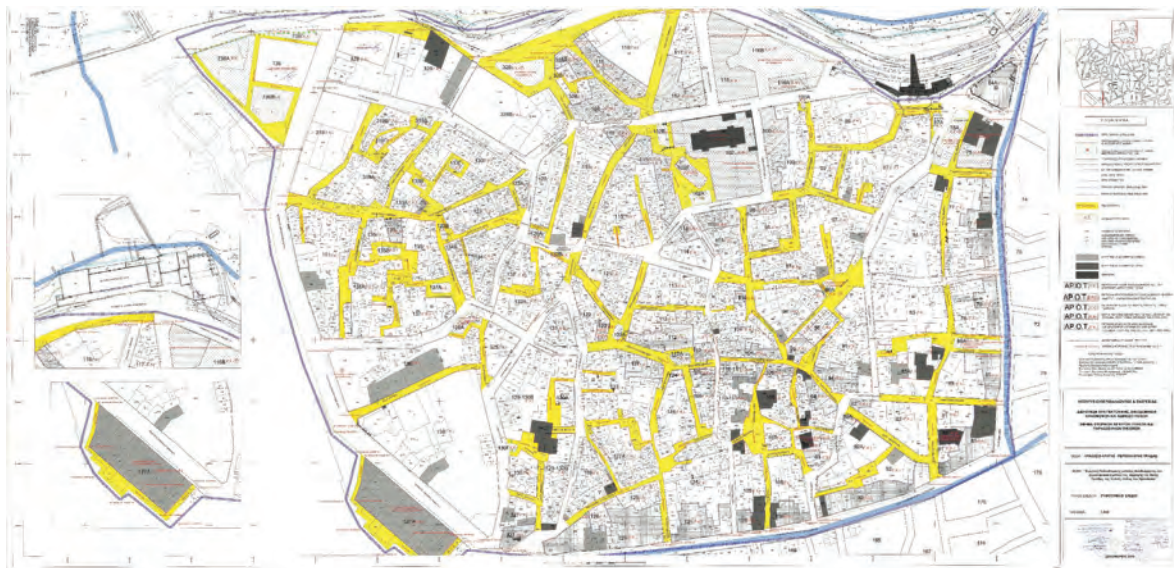
Urban Plan of Agia Triada (1936)



Land use map of Agia Triada (2018)

The big number of monuments, the urban structure and the buildings with historical value in the area, as well as the big number of buildings that need to be preserved, make it clear that the architectural and planning approach must impose the protection and highlighting of the particularity of the existing building stock and the exceptional interesting urban complex of the area.

The peculiarity of the urban fabric of Agia Triada with its remarkable historical continuity in its typological and morphological features, which, however, has to be integrated into modern life while retaining its character but also meeting modern needs, constitutes a particular issue that must be addressed.



Urban Plan of Agia Triada (2018)

1.2 Depopulation and social issues

The population of Agia Triada in 1981 was 4,105 and in 1991 3,609 inhabitants, constantly decreasing. Today, the population is counted up to 3,274 (data from the Municipal Authority).

According to a study by the University of Thessaly, the pyramidal age stratification of the population of Agia Triada comprises a large proportion of older people and a small proportion of young people, the later constantly decreasing. This demonstrates an “unhealthy” ratio between extreme age scales. Actually, from the large number of retired elderly people, the majority are property owners in the area.

This phenomenon is due to the region’s inability to retain its economically dynamic population. The difficulties encountered in the economic and social development of the region have driven a significant proportion of young people to move to other more developed areas within or outside Heraklion.

The area’s labor force accounts about 1/3 of its total population, while registered unemployment is around 20% of the active labor population, a percentage which is higher than that of the rest of Heraklion. It is of course characteristic that real unemployment in the area of

Agia Triada is much higher, due to the existence of an unregistered and socially marginalized population, who occasionally work in the *informal economy*.

Other economic features that form the area's image are low, to very low, incomes, with a predominantly working population and a high proportion of retirees and older people in general.

The housing conditions of the inhabitants follow the general tension of deterioration, predominant in the area. Reports from the Social Welfare Department of the Municipality report the use of cheap and abandoned housing as a temporary or permanent housing of disadvantaged groups such as refugees of Greek origin, ROMA people and immigrants from neighboring countries, mainly Albanians. It is also reported that subsidies and parishes are offered to a large number of people (about 300) in need.

Regarding the economic activity of the area, the development of many enterprises and businesses on the peripheral streets (St. & N. Giamalaki, A. & M. Kalokairinou, Archbishop Makariou etc.) is mentioned, but they are considered more as of hyper-local importance, while their contribution to the employment of the residents of Agia Triada is not significant. From field surveys carried out in the context of the study for the URBAN II Program, it was found that specific units employing more than 10 persons have shown that the majority of employees do not reside in the area of Agia Triada.

Within the urban fabric of Agia Triada there are small enterprises with mainly commercial business activity and a large number of unused buildings and ruins.

1.3 What makes the quarter distinctive

The main feature of Agia Triada is - to a large extent, larger than any other area of Heraklion - the preservation of its extremely attractive residential fabric.



Hanioporta Square (1900)

The area is part of the historical medieval centre of the city of Heraklion, as it was formed in the 17th century, within the fortification enclosure. The area experienced particularly prosperous times in the late 19th and early 20th centuries, when manufacturing activities processing and storage of the main agricultural products of the greater prefecture were established there. These activities were enhanced after the Asia Minor Disaster and the arrival of refugees. In addition to the factory and warehouse buildings, residential neighbourhoods were created to house the workforce, much of which has been preserved. These types of houses include the typical features and layout of the mid and low urban areas, most of them are single or two-storeyed with courtyards.

The building stock of Agia Triada, in its entirety, is a remarkable example of industrial building, but also a remarkable example of residential urban structure, composed by narrowly irregular alleys, ensembles of small houses of anonymous architecture. The stock is partially enriched by some, much smaller in number, houses and buildings of neoclassical type.

There are some landmarks in the area:

- In addition to the Venetian fortification and the Coastal Wall already mentioned, it is also worth mentioning the “Dermatas Gate” to the north edge of the area, leading to the corresponding bay and the open sea.
- At the north end of Agia Triada is the walled building complex that houses the Ephorate of Antiquities of Heraklion and the conservation workshops. In fact, many spaces of the building complex remain unused. During the Venetian occupation, the female monastery of «Kera Akrotiriani» was operating in this building, where the Ephorate of Antiquities is housed today. Following the liberation by the Ottomans, the complex was used as a tobacco factory.



The old Tobacco factory

- Next to the complex that houses the Ephorate of Antiquities is located the Church of the Holy Trinity, from which the whole area took its modern name.
- The Armenian Church of Saint John was built in the 17th century and it was initially devoted to Saint George of the Dorians, before being granted to Armenian community of the area.
- Within the area of Agia Triada is also established the Museum of Natural History of Crete, which is housed in the old power plant of Crete, built by the coastal zone. The «Old Electricity» as it is still commonly known was built in 1918 by the French construction company MAC ALPIN to serve the needs of electricity production and supply of the whole Crete.



The «Old Electricity» (1923)

- The “Palmeti Fountain” is a classic example of the more than 70 Ottoman fountains that existed in Chandakas (the inner Old Town of Heraklion) at the crossroad of Palmeti & Dendidakides streets, in Agia Triada. It was built in 1679 by an unknown Turkish Agha.
- The “Priuli Fountain”, totally made of local limestone, was constructed by Antonio Priuli, the General Governor, in 1666. It is located behind the Bodosakeio Primary School (in close proximity to the Venetian Gate of Dermatas).



The Palmeti Fountain



The Priuli Fountain

The urban fabric of Agia Triada still retains, to a large extent, the features of the late Medieval and early Ottoman cities: the dense radial organization of roads around local centres, the labyrinthine clusters, the narrow streets, the irregular and small alleys, the viewpoints at intersections, various dead ends, courtyards with characteristic masonry walls marking on a human scale the separation of public space from the private one. The courtyards are, in many cases, planted with trees and ornamental plants and are separated from the public (communal) space with typical masonry walls, 1-1.5 meters high, which create a particularly interesting front in some alleys. The urban fabric of the area of Agia Triada is one of the last parts of the city of Heraklion that still retains much of its historical character.

Today Agia Triada is a relatively degraded area. It brings together some poor in number and variety municipal functions and an extended housing area for low-income households.

There are two schools operating in the area: the European School of Education (it includes a kindergarten, elementary and high school) and the Bodosakeio Elementary School.



Agia Triada (aerial view, circa 2000)

The area of Agia Triada is located within the part of Heraklion inner city which is designated as Archaeological Site.

The dense web of Agia Triada does not allow significant public plantation development. Apart from slightly landscaped “flower beds” or “gardens”, most of the plants grow or cultivated in private areas (courtyards, gardens, etc.) There are trees on the streets of Agia Triada, which are maintained by the Municipal Services.

The sensitivity of residents and stakeholders’ associations of Agia Triada has protected this reserve and in particular, at the initiative of Ms. Georgia Petrali (“Fyssalida” Dance Group), who has made a complete recording and labelling of all the trees that exist in the area.

The peculiarity of the urban fabric of Agia Triada with its remarkable historical continuity in its typological and morphological features, which, however, has to be integrated into modern life while retaining its character but also meeting modern needs, constitutes a particular issue that must be addressed by a specific study. This study has to incorporate particular architectural, planning and socio-economic approaches.

A local urban development plan should be introduced, which must be binding in legal terms. It will imprint the exact boundaries of the area, indicating proposed land uses, permissible construction preconditions and specific areas where construction of new buildings or facilities for public access will be allowed. This plan should take into account all the studies already carried out for the area.

The big number of monuments, the urban structure and the buildings with historical value in the area, as well as the big number of buildings that need to be preserved, make it clear that the architectural and planning approach must impose the protection and highlighting of the particularity of the existing building stock and the exceptional interesting urban complex of the area.

The master plan which is being prepared will be flexible and its core pillars will be adaptable to ever-changing conditions, while promoting cultural preservation and economic recovery.

Under the existing legal framework for the protection of Agia Triada, interventions that alter the character, the urban fabric or disturb the relationship between buildings and public areas are prohibited. Consequently, the area is being built on terms that meet its historical and architectural value and not those of other neighbourhoods, thereby enhancing its distinctiveness. This means that extensive excavations, yard consolidations, balances of common areas, etc. are prohibited, as there is very possible the risk of destruction and extinction of the “declared archaeological site” within the Venetian walls of Heraklion.

What is being proposed: while preserving most of the existing urban complex of Agia Triada, with point-by-point absolutely necessary modifications, to take care of restricting height construction due to the narrowness of the roads and sidewalks and the existing built environment, the majority of which do not exceed 2 or maximum 3 floors.

By strengthening the microclimate of the area, the design of the public space, we should focus on highlighting the whole area as a historical, functional and morphological aggregation, with the unified morphological treatment of public space as a unity and a whole, at the same time directing the pedestrian priority and highlighting the historical character of the neighbourhood, in order to create a public space that constitutes an essential cultural route through the history of the city of Heraklion.

Special attention must be paid to preserving the values of the “neighbourhood” so that it remains *open* to the consciousness of its inhabitants and that it becomes the basis for understanding the history and culture of the city, including people and places that need to be regenerated. Their unique fabric which is found everywhere around, is what will give to the area and its residents an identity much needed, plus a sense of *belonging*, which will become a key attraction element for potential visitors. This sense of identity will be reflected in visual landscapes, roads, open spaces, buildings. A key element of the design will also be to retain the experiences and habits that residents still save in their memory.

This notion, of creating a sense of “place”, incorporating the sense of familiarity, will be achieved through the appropriate urban design. Its special character and fabric will be highlighted through the assets of the area and by exploiting them, thus creating a thriving community within the city. Significant buildings, monuments, few existing and potentially new green spaces - all of these can be used to lead to the revitalization of the “neighbourhood”. And not just for existing residents but also for young people who want to install and establish new business ideas within the reborn shells, either buildings or open spaces.

The reuse of historic buildings to provide housing business solutions, without the uncontrolled “invasion” of new facilities, will offer more open space, timelessness and cultural multiculturalism to the whole area of Agia Triada.

Community benefits will be promoted, including arts and cultural facilities, promotion of equal opportunities, public open space and social services. Emphasis will be placed on local training, employment and initiatives to help young people and the unemployed. Good traffic management practices, substantial road improvements and signage of 'entry points' to the neighbourhood will also be implemented.

Finally, considering the important aspect of regenerating an area the need to change the perceptions of its users, recognizing of course the time and effort it takes, it is necessary, throughout the planning and implementation phase, to connect the public sector with the people of the local community.

1.4 Key features

The location and character of the area of Agia Triada in the Heraklion urban complex gives it great development potential. Agia Triada is an area adjacent to the sea and the Venetian fortification, thus it could, under certain conditions, be developed in the direction of an attractive residential and creative area with significant real estate demand and high values, but also as a historical and archaeological pole, suitable for attracting visitors to the city of Heraklion.

Of course, the Venetian Walls as a whole - and therefore their adjoining to Agia Triada part - create an important pole of attraction. Consequently, they cannot be dealt with in a fragmentary and isolated perspective in the context of a study on Agia Triada, but they must emerge as a whole and united in their full length and throughout the Old City of Heraklion.

Agia Triada as an area, experiences a unique and extraordinary isolation, although it is in very close proximity to the Heraklion city centre.

A key challenge for Agia Triada is the protection and enhancement of the area's old fabric and the smooth integration into the modern city, while meeting the area's needs, in an effort to highlight its historical continuity and utility of the elements of its structure. Within this framework, an urban reconstruction effort has begun with the redesign of public space aiming at:

- a) improve the city's performance on the pedestrian, the resident, the user, the visitor;
- (b) reducing the inconvenience caused by the vehicles;
- (c) consolidation and enhancement of the building stock;
- (d) selective planting to avoid the "heat island" phenomenon and reduce pollution;
- e) emergence of public space as part of a historic route in the city of Heraklion.

An overview of key features of the area of Agia Triada is included in the following table (Marks 1 to 5 correspond to the gravity / importance of each attribute).

ID	TYPOLOGY OF SPECIFIC AREAS	MARK
1	An area with particularly acute economic and social problems affected by the economic crisis.	4
2	Area of high unemployment, low income of residents, urban poverty.	4
3	Area of degraded natural and built environment.	4
4	Area of urban or industrial pollution, adaptation to climate change.	3
5	Area of environmental degradation, lack or degradation of green areas and free spaces for citizens (private and public).	4
6	Area where shortage of basic infrastructure as well as infrastructure / services that facilitate mobility and integration into the functions of the disabled is recorded.	4
7	Area of de-industrialization abandoned industrial / craft zones in the centre or on the outskirts of cities, vanishing productive sectors and activities or hosting declining economic activities.	5
8	Area with lack of social infrastructure as well as institutions / services, disadvantaged areas of social grouping and social exclusion.	3
9	Area of particular cultural character.	5
10	Areas characterized by problems of functional connectivity, accessibility and service to productive activities and the local population, the suburban or wider urban area.	5

CHAPTER 2

CHALLENGES AND INTEGRATED APPROACH

2.1 Priority axes

Agia Triada experiences a unique isolation as an area, although it is in close proximity to the centre of Heraklion city. Nonetheless, the location and character of the area provides great development potential. It is a quarter adjacent to the sea and the Venetian fortification that could, under certain conditions, be developed in the direction of an attractive residential and creative area with significant real estate demand and high values, but also as a historical and archaeological pole, suitable for attracting visitors to the city of Heraklion.

The Venetian Walls as a whole - and therefore the adjoining area of Agia Triada in close proximity - create altogether an important pole of attraction. Consequently, they cannot be dealt with in a fragmentary way in the context of a study on Agia Triada, but they must emerge as a whole and united in their full length and throughout the Old City of Heraklion.

A key challenge for Agia Triada is the protection and enhancement of the site's old fabric and its smooth integration into the modern city, while meeting the area's modern needs, in an effort to highlight its historical continuity and utility. Within this framework, a spatial rehabilitation process has commenced with the redesign of public space aiming at:

- a) Improving the area's performance on the pedestrian, the resident, the user, the visitor;
- (b) Reducing the inconvenience caused by vehicles;
- (c) Consolidating and enhancing of the existing building stock;
- (d) Selective planting in appropriate areas;
- (e) Creating "pocket parks" where possible;
- (f) Replacing asphalt road coatings with appropriate cold materials in order to avoid the "heat island" phenomenon and reduce pollution;
- e) Emerging public space as part of a historic route in the city of Heraklion;
- f) Establishing a clear and distinct "identity" of the area.

In the context of the regeneration process of Agia Triada, the interventions that need to be made should aim at both urban and residential reconstruction and upgrading, as well as social and economic development.

Based on the analysis of the area and following the Holistic Strategic approach, outlined above, the following priority axes are proposed in the context of the urban regeneration of Agia Triada, in respect to the concept the principles of the URBACT - KAIRÓS Network Approach.

Urban reconstruction (regeneration)

In the context of the urban regeneration of Agia Triada, the interventions that need to be made should aim at both urban and residential reconstruction and upgrading, as well as social and economic development.

The urban reconstruction of the area of Agia Triada has been recently regulated by the current Urban Plan 27/7/2018 (Government Gazette 150 / AAP / 27-7-2018). Therefore, all proposals and interventions must move within this approved framework.

According to the previous urban plan (1936-1958) the total area of public space (public spaces and spaces for public utilities) is 84.4 acres. The goal set by the current approved urban plan is to increase it to nearly 90 acres.

More specifically, the target is to create approximately 12 acres of green space, squares and platforms, against 0.90 sq.m. existing today, as determined by the urban plan of the year 1936.

In addition, the recent plan proposes that 40% of the area's roads should transform into pedestrian roads and the remaining 60% to low-speed and pedestrian-friendly roads.

The expected ratio (quantitative and qualitative) of squares versus roads should become multiple in favour of squares than the existing one determined by the urban plan of the year 1936. This transformation will reflect the improvement of the quality of urban public space.

A critical intervention in the area is to provide the pedestrian, the resident, the user, the visitor with the public space of Agia Triada, by dramatically reducing the nuisance of vehicles.

The public space of Agia Triada should be offered back to the pedestrians, the residents, the users, the visitors, by drastically reducing the annoyance caused by vehicles. This can be achieved by various initiatives, such as:

- a) Creation of vehicle traffic network by blocking the passing-through the area by and constructing special access loops.
- b) Creation of organized parking spaces within and out of the fortification walls, near the entrance gates to the "inner city" (e.g., area of "Hanioporta"), based on the new urban and traffic data as formulated by the approved "Traffic and Sustainable Urban Development Study" (BAA).

Residential upgrade

The existing urban planning legislation, the building regulation, the approved urban plan of the area of Agia Triada and the approved study for the restoration and special urban interventions in the area of Agia Triada, introduce specific restrictions and specifications regarding the residential stock of the area of Agia Triada and highlight its potential for regeneration.

The aim is to establish Agia Triada as an area for "general residence" with specific restrictions for undesirable uses, as these are mentioned in the presidential Decree No 58/2018 and the approved Study for the area.

In terms of utilization, the targets are:

- (a) The complete removal of hazardous ready-to-collapse buildings and protect the public space.
- (b) The utilization of old abandoned buildings owned by individuals and disposed them - on specific terms and conditions - to families or individuals living on the poverty line and in unsafe housing conditions.
- (c) The upgrade and enrichment of the social and technical equipment and infrastructure of residential areas by maintaining schools and kindergartens already operating, attract and relocate young people to the area, create sports² and recreational spaces, promote locality by establishing “social haunts” and “neighbourhood haunts”, the so called “Civic Centres”.
- (d) Reuse and utilization for the benefit of the inhabitants, of large free areas, such as the old vegetable market.
- (e) Exploitation and upgrading of the sea front – reclaiming the connection and interaction between the urban space and the sea.

Urban Infrastructure

The progressive degradation of the area of Agia Triada is largely due to the lack of basic and modern urban infrastructure and equipment. It is characteristic of the citizens’ complaint that in the event of heavy rainfalls, flooding phenomena are observed in the central streets of the area and the concentration of rainwater downstream of the area, at the Dermatas Gate.

The insufficient public lightning in the streets of Agia Triada increases the feeling of insecurity and acts as a deterrent to both residents and potential visitors.

The absence of a plan to highlight the historical monuments of the area (buildings, fountains, etc.) has condemned the area to degradation.

Substantial interventions are proposed both in terms of improving and upgrading the functionality of urban infrastructures (rainwater networks, electric lighting, fiber optic networks, etc.) and in urban equipment with visual interventions in the public space.

In general, smart city applications should be installed throughout the area, in order to improve living conditions and harmonize Agia Triada with the rest of Heraklion and make it an attractive residential destination.

² There are no “free” spaces in the area for complete sports facilities.

The ideal would be to locate abandoned factory premises or a proper building (possibly on the perimeter axes surrounding the area of Agia Triada) which could be converted into an indoor gym (volleyball, handball, basketball, gymnastics, swimming pool, etc.). If further investigation appoints such a venue, this will be indicated and the Municipal Authority will evaluate the proposal based on the conditions of the time.

When we refer to sports venues in Agia Triada we mean small scale infrastructure and facilities for limited-scale sports activities (e.g., a basketball, some outdoor fitness equipment, etc.)

Cultural Creativity & Entrepreneurship

- a) The establishment of transnational cultural institutions in the area of Agia Triada (such as the planned Multipurpose Art Centre housed in a property of the Municipality of Heraklion) that will emphasize the developing profile of the area, by exploiting and upgrading its cultural reserve.
- b) Promoting the creation of low-cost workshops, mainly in the fields of traditional handicrafts, handmade artefacts and jewellery.
- c) The attraction of specialized small sized enterprises activated in the field of new technologies (fab labs), mainly focused on artistic and creative products. There is global evidence that this type of enterprises and businesses are attracted by the high quality established in the historic urban areas following regeneration and redevelopment projects.
- d) Creation and establishment, on the initiative of the Municipality of Heraklion, of suitable hospitality premises, for the implementation of "artist-in-residence" artistic exchange programs, aiming at artistic extroversion through cooperation and interaction, with a positive effect on the promotion of tourism. Indicatively, such spaces can be created in a part of the proposed residential building in the current School of European Education (The "Cocoon" Project - see relevant section in Large-Scale Projects)
- e) Restoration and promotion of the monuments existing in the area, through the incorporation of Agia Triada into a wider network of historical and cultural touring city walks.
- f) Several activities and events of the established annual festival "CRETE: ONE HISTORY, 5 + 1 CIVILIZATIONS" should easily move to and take place in the area of Agia Triada, thus attracting big audiences.
- g) Organizing outdoor cultural activities: street art festivals, outdoor art exhibitions, outdoor music concerts and theatrical events etc.
- h) Organizing and implementing programs of visits to the exhibition sites of the preserved exhibits in the building complex of the Ephorate of Antiquities.

Social Welfare

In Agia Triada have been reported several incidents of small scale offences and crimes (recorded in the approved "Sustainable Urban Development Study of Heraklion"). Concentration of ROMA people and economic immigrants has also been recorded in the area, as well as a large number of socially excluded, disadvantaged and vulnerable social groups, all residents in the area. These phenomena urge the increase and upgrade of social welfare infrastructures in the area.

It is proposed to maintain actions and structures in the area, related to the strengthening and promotion of education and the involvement of immigrant residents in the educational process and the teaching of the Greek language.

A critical factor is the promotion of policies and incentives for the active involvement of parents (ROM or immigrants) in local school community events.



It is also proposed to organize a multicultural festival with the support of the Municipality of Heraklion. This will be an event in the form of festivals, which will highlight the different cultures and forms of artistic expression and creation of immigrant / refugee communities, thus reaching out to indigenous people.

Social Activation

The Municipal Authority of Heraklion has concluded an “Agreement” with the citizens, based on participation, transparency, legality and meritocracy. This *Agreement* must be maintained and strengthened even further.

The challenge for the citizens is to participate more actively in the implementation of their own proposals, ideas and enhance their active involvement towards shaping an effective model of local democracy. In this way they will take the “Agia Triada Case” in their own hands and thus ensure the success and viability of the initiatives, providing sustainability.

This is implemented via the established URBACT Local Group (ULG).

The proposals for the Urban Regeneration of Agia Triada, based on the aforementioned Axes, are divided into “small-scale” interventions and actions and “large-scale” projects.

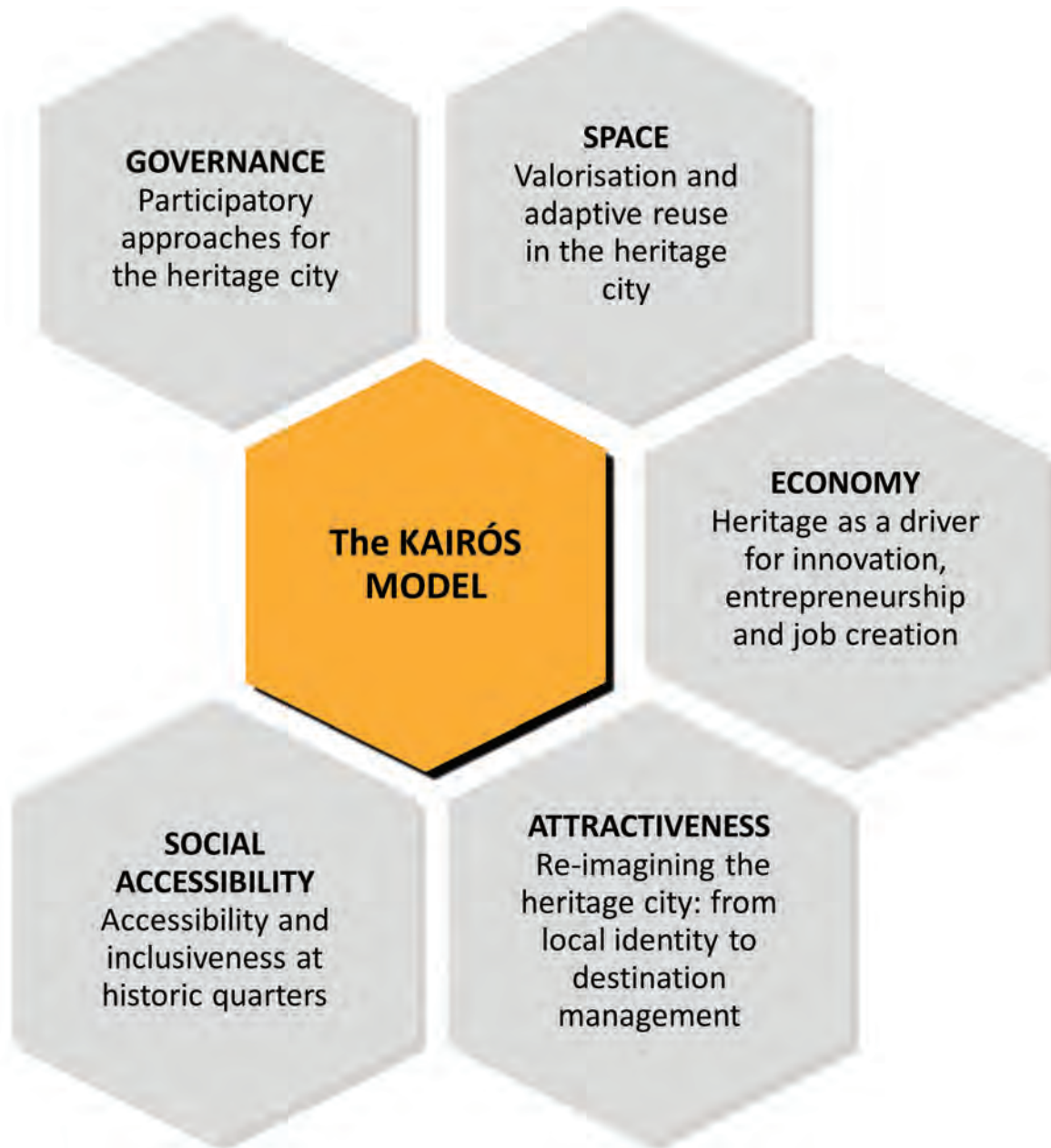
The big scale projects, interventions and initiatives have been extensively discussed between the Municipal Authorities and the stakeholders. They all have been adopted by the Municipality of Heraklion and are due to be implemented in the next programming periods. Some of them have already been implemented or are under construction already.

2.2 SWOT Analysis through the KAIRÓS prism

In ancient Greek “KAIRÓS” means the propitious moment. The KAIRÓS Network is established within the EU URBACT III Program and it is about **Cultural Heritage as a driver for Urban Development and Regeneration.**

The ambition is to test and apply an innovative framework or policy-mix that can serve the different specific needs from the participating cities.

Each city works locally on its Integrated Action Plan with the active involvement of a group of local stakeholders, while sharing a cross-learning itinerary at international level via thematic workshops, e-Universities, international exchanges and study visits, peer-reviews and many more.



The KAIRÓS model



The five (5) core pillars, on which the Cultural-led Urban Regeneration is based, within the concept of the URBACT methodology, applied in the KAIRÓS Network, are the following:

GOVERNANCE

(Participatory approaches for the Heritage mid sized cities)

- Breaking competence silos. Policy mixes
- Multi-level governance, problem solving approach...
- Participatory approaches and PPP formulas (Purchasing Power Parity): urban labs, place making techniques, BIDs...
- (Local) Regulations facilitating CH valorization
- Innovative funding and financial tools
- Sustainability and CH-led regeneration: links to the New Urban Agenda and Sustainable Development Goals

SPACE

(Preservation, valorization and adaptive reuse in the heritage city)

- Urban planning in the heritage city
- Cultural (urban) landscape as a policy concept
- Preservation and adaptive reuse of built heritage
- Managing vacant spaces and abandoned buildings
- Urban furniture, street art
- Addressing multi-functional historic centers
- New urban workplaces: creative hubs, coworking places, pop-up store fronts...
- Electric vehicle, parking solutions, pedestrianisation, last mile logistics
- Digitization and smart heritage: IoT, AR/VR, crowd analytics...
- Eco-construction, energy efficiency, waste management, circularity

ECONOMY

(Cultural heritage as a driver for innovation, entrepreneurship and job creation)

- Entrepreneurial itineraries, business models and support tools related to heritage and urban regeneration
- Local creative eco-system: cultural and creative industries
- CH-applied innovations and Technologies: Linking heritage to innovation policy

- Cultural heritage-based investment attraction
- Revamped mature industries and emerging activities linked to CH
- Urban manufacturing at historic downtowns. Maker movement
- Local labour market and employability

ATTRACTIVENESS

(Re-imagining the heritage city: from local identity to destination management)

- Branding the heritage city: narrative buildings, story telling and communication actions
- Addressing the visitor economy
- Tourism and retailing as lever to urban vibrancy: Strategies and support tools
- Events and cultural agenda as catalysts
- Destination management (in the era of massive tourism)

SOCIAL COHESION

(Accessibility and inclusiveness at historic downtowns)

- Making the historic city center work for the elderly people
- Promoting cohesion in a multi-ethnic environment
- Urban safety and security
- New approaches to public space
- Accessibility
- Facing housing o the heritage city
- Managing gentrification. Is that an issue in the heritage mid-sized city?

The SWOT analysis attempts to answer questions for the study area in order to make the development and social profile of Agia Triada as accurate as possible. A critical factor in the reliability of the SWOT Analysis is the realistic (objective) recording and - therefore - evaluation of the current situation.

STRENGTHS	WEAKNESSES
<p><u>GOVERNANCE</u></p> <ul style="list-style-type: none">- Establishment of universities and educational and research institutions in the greater Heraklion area with the potential to develop and disseminate innovations as well as know-how in the management of R&D programs.- Approved Strategic Development Plan for "Heraklion - Smart City". <p><u>SPACE</u></p> <ul style="list-style-type: none">- Immediate proximity to the city centre, the port and the coastal front.- Favorable & attractive residential environment.- Gathering of cultural resources and functions and local "identity" elements of the area.- Interesting and historically important urban fabric and building stock.- Existential Study for the Protection and Promotion of Agia Triada. <p><u>ECONOMY</u></p> <ul style="list-style-type: none">- Significant number of active specialized innovative enterprises and new ones emerging.- Stabilization of the Economy. <p><u>ATTRACTIVENESS</u></p> <ul style="list-style-type: none">- Enhancing the attractiveness of doing business mainly due to the perceived dynamics of cruise tourism.- Existence of university institutions with significant research and innovation activity.- Important support infrastructures for the development of the "Information Society". <p><u>SOCIAL COHESION</u></p> <ul style="list-style-type: none">- Experience of the structures of the Municipality of Heraklion in integrated interventions for employment and social protection.	<p><u>GOVERNANCE</u></p> <ul style="list-style-type: none">- Bureaucracy.- Reduced number of staff of the Municipality of Heraklion.- Delay in promoting reforms.- Lack of experience in interaction between research and business.- Fragmented implementation of plans and projects. <p><u>SPACE</u></p> <ul style="list-style-type: none">- Abandoned building shells, which are hotbeds of contagion and risky to collapse.- Insufficient illumination of public space.- Unused cultural stock.- Small number of residents.- Degraded public space from uncontrolled vehicle parking. <p><u>ECONOMY</u></p> <ul style="list-style-type: none">- Adverse economic environment. Limited access to funds. Lack of incentives for relocation in the area.- Low level of investment by SMEs - Lack of specialization.- Small number of knowledge-intensive enterprises and limited cooperation between companies and research institutions.- Low level of development of e-services.- Small Business Scale - Small Scale Marketing. <p><u>ATTRACTIVENESS</u></p> <ul style="list-style-type: none">- Failure of potential stakeholders to respond.- Reactions from the local community during the implementation of the interventions.- Decrease in demand for tourism - culture - leisure activities due to the economic crisis. <p><u>SOCIAL COHESION</u></p> <ul style="list-style-type: none">- Existence of socially excluded population groups (Roma, refugees).- Large number of elderly residents, with small social activation.- Ineffective integration of immigrants and Roma into the social, educational and economic activity of the city.

OPPORTUNITIES	THREATS
<p><u>GOVERNANCE</u></p> <ul style="list-style-type: none">- Collaboration with University Institutes, introduction of innovative ICT.- Utilizing technologies in the promotion of cultural reserves and the upgrade of tourism - cultural services. <p><u>SPACE</u></p> <ul style="list-style-type: none">- Establish special urban restrictions to protect the area of Agia Triada.- Urban transformation and upgrade, with interventions aiming at renovation of public and private spaces with increased space for pedestrians use and green areas.- High availability of vacant buildings for re-use. <p><u>ECONOMY</u></p> <ul style="list-style-type: none">- Developing links between the tertiary sector (tourism - culture) and the "Information Society".- Specializing and enhancing the competitiveness of the local economy in the context of the Regional Smart Specialization Strategy. (RIS)- Utilizing ICTs in businesses and disseminating innovative management practices. <p><u>ATTRACTIVENESS</u></p> <ul style="list-style-type: none">- introduction of specific incentives (urban and financial) to attract new enterprises, in the context of the Integrated Urban Intervention Plan (SOAP). <p><u>SOCIAL COHESION</u></p> <ul style="list-style-type: none">- Attracting productive ages to improve the proportion of the economically active people in the area.	<p><u>GOVERNANCE</u></p> <ul style="list-style-type: none">- Difficulty in maturing and promoting technical works and supplies.- Bureaucracy and a changing legislative environment for entrepreneurship.- Fragmentation of responsibilities in planning and implementing actions. <p><u>SPACE</u></p> <ul style="list-style-type: none">- Failure of land owners to apply real estate remediation & recovery incentives. <p><u>ECONOMY</u></p> <ul style="list-style-type: none">- Lack of private capital for funding small-scale investments. <p><u>ATTRACTIVENESS</u></p> <ul style="list-style-type: none">- Further deterioration from the increase in migration flows. <p><u>SOCIAL COHESION</u></p> <ul style="list-style-type: none">- Further deterioration from the increase in migration flows.

2.3 Building the participatory approach

The process followed had a positive impact on local government and showed potential that had not yet been fully exploited. The authorisation of the IAP involved municipal executives in a process that raised their awareness of investment planning and perhaps even introduced them to the usefulness of physical planning.

Although improvements in project hierarchy have been achieved and valuable lessons were learned, differences between the concept and practice of Integrated Action Plan have also emerged, as it is expected. Thus, the use of spatial planning was further promoted and investment planning was improved.

The establishment and official nomination of the ULG is perhaps the most crucial institutional initiative in the urban regeneration process. The institutionalization of the ULG as the official civil society consultative body strengthens bottom-up consultation and strengthens the democratic and participatory planning process. This ensures that the process is widely accepted and tackles the problems of the local community effectively and efficiently.

Through the KAIRÓS journey, a cooperation culture was created between the various Departments of the Municipality, as well as between the Services and the Society. This collaborative and interactive mentality has been consolidated, expanded and enriched.

All these are fundamental elements of the “bottom-up” and democratic collective function, adjusted to the URBACT concept. It is a great “conquest” of both the Municipality and the stakeholders and a legacy for the successful and effective implementation of the urban regeneration program.

CHAPTER 3

ACTION PLAN AND DELIVERY

3.1 Igniting small scale actions

The small-scale actions implemented within the KAIROS Network aim at raising awareness of the local population of Agia Triada and the stakeholders involved.

Audiovisual production

Creation of an audio-visual material (approx. 15' video), which will highlight the character of Agia Triada over time. The target is to establish a link between the residents and to promote the cultural heritage of the neighbourhood by presenting the work of small artistic groups, small enterprises in the field of new technologies and the creative economy.

Expected outputs and results for the Municipality of Heraklion and the city in general:

- Offer the opportunity to further promote the urban regeneration project of the area through the URBACT Program.
- Produce an audiovisual material as a “legacy” and an “asset”, being a reminder of the opportunities developed through the KAIROS Network.
- Become a trigger for the continuation of the efforts for urban regeneration of the area.

Stakeholders involved:

- Artistic groups activated in the area
- Individuals, active citizens of the neighbourhood
- Residents of Agia Triada
- Foreigners / tourists / visitors

The scenario of the audiovisual material (video) will follow the historic evolution of Agia Triada through time:

- (a) life in the past
- (b) the almost abandoned “today” and the challenge
- (c) the vision for the future

The video will interact with the locals via:

- street interviews (oral history),
- street shows with flash-back images -events (sound and light),
- digital representations of original and future uses,
- participatory street art,

all based on the main framework of the Integrated Action Plan.

The title of the audio-visual production is “Agia Triada: Past-Present-Future”

Creativity Platform on Facebook

Facebook is a very vivid and interactive tool. We plan to fully exploit the potential of Facebook, in order to assist the communication between the ULG members, the residents and the local stakeholders, on a regular basis.

Residents of the area tend to ignore opportunities to meet and interact. Using a very simple and user-friendly tool, an easy-to-use platform, everyone can communicate with each other and share stories about their neighbourhood.

Sub-thematic groups will be created on the Facebook Page, where everyone involved can interact or gather information and data. The groups will be administrated by appointed members of the Core Group. In this way, the work and dialogue among all stakeholders related to the project can be guaranteed, in the periods in-between ULG meetings, thus everyday.

Additional benefits of this platform can be:

- to show up community's problems
- to point out initiatives
- to activate the untapped potential of collective action.

Online interactive route

"Walk-To-Talk" is a public "invitation" for locals and foreigners to "meet online" and "walk" together for a few hours in the neighbourhood, visit interesting places and interact with local narrators. This very simple activity builds relationships, "illuminates" unknown or abandoned parts of the neighbourhood, builds the trust among residents, encourages them to narrate and promotes a healthy everyday interaction.

Creative Walk

The concept of this project is to organise physical or virtual routes within Agia Triada, including hotspots of historic or architectural interest.

In the route someone can experience various visions of the unique fabric of the urban texture of Agia Triada.

More applications can be incorporated in these routes, such as:

- (a) the "Labyrinth" game (inspired from the labyrinthine street plan of Agia Triada or
- (b) "Hidden stories"; an international photographic competition with the participation of the visitors of Agia Triada.
- (c) Street painting: The proposed action concerns the aesthetic upgrading of the public space of Agia Triada with figures from paintings found in museums around the world.
- (d) Educational programs in "pocket parks": In the small plateaus and parks of Agia Triada ("pocket parks") it is proposed to set up research and study groups proving them the relevant equipment in order to implement educational programs especially designed for children and older visitors. The action can be actively supported by schools operating in the area of Agia Triada.

3.2 Large scale projects

The hereby mentioned projects have been categorized, attached in the 5 pillars of the URBACT method, according to their content and aim.

SPACE

Restoration study of the building complex “Fabrika Anogeianaki”

The study concerns the restoration and reuse of the building complex “Fabrika Anogeianaki”, in the heart of Agia Triada. The study has already been auctioned by the Technical Services Department of the Municipality of Heraklion and is at the stage of selecting a contractor.

Study budget: € 399,822.80

Study duration: 1 year

Funding source: Operational Program “Competitiveness, Entrepreneurship and Innovation 2014-2020” – Ministry of Development & Investments

Restoration works of the building complex “Fabrika Anogeianaki” and creation of a Centre for the Mediterranean Music

After the completion of the study, the construction of the restoration works of “Fabrika Anogeianaki” will be assigned. The creation of the Centre for Mediterranean Music will be a Cultural Centre of hyper-local importance and is considered as the **flagship** project of all interventions in Agia Triada, in the framework of the urban regeneration program of the area.

Estimated budget: € 1,500,000.00 (in the budget the supply of operating equipment is included)

Project duration (estimated): 2 years

Proposed funding source: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

Technical study for the protection from marine erosion – Utilization of the coastal front

The study concerns the protection of the sea front from marine erosion of the wider coastal zone of the old Electricity (in the wider archaeological site of Dermatas Bay). The study and construction of the works that will be proposed are the first stage before the implementation of the study for the integrated development and utilization of the sea front zone.

The study has already been approved by the Central Archaeological Council and by the Ministry of Shipping and the project will be implemented through a programmatic agreement between the Municipality & the Heraklion Port Organization.

Estimated budget (Study): € 60,000

Estimated budget (Construction project): € 1,500,000.00

Project duration (estimated): 3 years

Proposed funding source: Municipality’s own funding resources

Transport connection service of Agia Triada with new electric buses – ECOROUTS Project



The “ECOROUTS” projects concerns the purchase of two (2) electric buses, completely silent, with zero environmental footprint, with a capacity of 30 passengers and a special provision for wheelchairs, with their total length not exceeding 5.5 m., They are the ideal transportation solution for urban areas and especially in the study area, which has narrow roads and difficult traffic conditions. The electric buses are specially designed for use in areas with high temperatures with a long life expectancy and autonomy. In addition, it has regenerative braking, through which it converts part of the kinetic energy into electricity, which it is stored in its batteries, thus contributing to the increase of the autonomy of the bus.

An additional incentive is given by the free parking in the parking lot of the starting point, as well as the free use of the electric Mini-bus. Thus, the access of the inhabitants to the city centre is accomplished in the most environmentally friendly way.

The whole city initiative concerns the establishment and operation of 3 bus lines. All of them service the area of Agia Triada. Line 1 (“Blue line”) operates 2 stops in the area, line 2 (“Red line”) operates 4 stops in the area and line 3 (“Green line”, where the 2 electric buses used) operates 2 stops in the area.

The project “ECOROUTS” (Full name: Common Actions to develop “green” – environmentally friendly – tours in tourist areas) has already been implemented and operates.

Funding resources: European Territorial Cooperation Program “Interreg V-A Greece–Cyprus 2014-2020”.

Reconstruction of the building complex of the School of European Education and creation of residential and working spaces - Incentive program for the restoration & utilization of the building stock of Agia Triada – “THE COCCON” project

The project concerns the reuse of the building that today houses the School of European Education, which is planned to move into new premises soon. The concept of the project is based on sustainability and respect for pre-existing structures. The reconstructed complex will house the hopes and dreams for the improvement of the lives of many people, in a struc-

ture that will fully respond to the climatic and ecological standards and emergencies, both in the area of Agia Triada and in contemporary time in general, as well as in the social urgent needs, in particular in the field of urban housing.

Reuse will save the building from abandonment and will give new life to the neighbourhood. Incentives and binding conditions will be given for housing in the apartments that will be formed within the complex: the use of low (or zero) rental will be balanced with the obligatory professional activity or the permanent residential installation in Agia Triada. In this way, entrepreneurship in the area will be revived and, at the same time, the residential character of the area will be strengthened.

In addition, the building can accommodate various artists, as part of the implementation of “artists-in-residence” exchange programs.

The fundamental purpose is to build a sense of collectivity among residents. As in any interconnected system happens, being fair towards the environment means being fair to the next generation.

From an estimate of the total construction can result:

- a. Living spaces 1600sq.m. (12 houses of 60 sq.m., 8 houses of 80 sq.m., 6 houses of 40 sq.m., configured to be merged or even divided / modulus system)
- b. Spaces of culture / common expression / information / education: 500 sq.m.
- c. Shared / auxiliary spaces: 800 sq.m.
- d. Outdoor / semi-outdoor spaces: 800 sq.m.

Total estimated cost: € 3,000,000.00³

Construction period: 4 years

Proposed funding resources: European Investment Bank

Reconstruction of Delimarkou street

Delimarkou Street is an important road axe at the eastern end of Agia Triada, running from south to north and connects Kalokairinou Avenue with the area of Dermata Gate. Delimarkou Street runs near and parallel to Giamalaki Street, which is the eastern boundary of Ag. Triada. On Delimarkou Street there are mainly residential buildings with a few shops in the southern part. An important building is the - abandoned today - building of the former Polyclinic of Heraklion, at the intersection of Delimarkou and Dentidakidon streets.

The renovation of Delimarkou Street concerns the demarcation of the sidewalks, the reconstruction of the pavements with layers of cobblestones and the installation of smart urban equipment.

Total budget: € 1,500,000.00

Construction period: 2 years

Funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion.

³ Due to the size, but mainly the nature of the project, this is proposed not to be implemented exclusively by the Municipality of Heraklion but in a partnership scheme between Public & Private Sector (Private-Public Partnership)

Creation of pocket parks in suitable public spaces of Agia Triada

The culture of everyday life is none other than the improvement of the daily life of the inhabitants at the very local level of neighbourhood.

Pocket Parks are a realistic solution to the problem of the city centre of a metropolis with a low percentage of *green* ratio; Agia Triada is such a case.

The creation of pocket parks is a practice common elsewhere abroad. Pocket Parks are small spaces within the urban fabric, next to residential buildings, which through renovations can be transformed into living meeting points for the residents, as well as green cells that soften the concrete urban environment.

Total estimated number of pocket parks: 4

Total estimated cost: € 500,000.00

Construction period: 3 years

Proposed funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

Replacement of asphalt road surfaces with cold materials coating in all the streets of Agia Triada

The “thermal island” effect is very common in modern urban centres, especially in the Mediterranean Zone. Heraklion, as a large city in the very southern part of Greece, experiences particularly high temperatures during the summer months. The problem is exacerbated in neighbourhoods such as Agia Triada where dense construction and labyrinthine road network do not allow fresh air currents to cross the neighbourhood. In addition, the very small total surface of the planted areas and the use of asphalt on the road surfaces increase the ambient temperature.

Replacing the paving of public common areas (streets, sidewalks, etc.) with cold materials, such as slabs or cobblestones, reduces the average temperature and acts as an adjunct to planting towards combating the “thermal island” effect.

The total area of the streets of Agia Triada is 65,783 sq.m. Considering that to date the asphalt has been replaced by 10%, the remaining surface which must be replaced by the coating with “cold materials” amounts about 60,000 sq.m.

The average cost per sq.m. is estimated at € 150. This amount includes all additional works and costs for the full and complete implementation. Thus, the total estimated cost rises to € 9,000,000. As this amount is quite big, it is proposed to implement the project during at least two programming periods.

Funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

Planting, landscaping and creation of stopping points in appropriate places

For the development of the study area, it is proposed to utilize the gaps that exist within its boundaries, such as squares, playgrounds, dead ends, etc., which can be reused, looking forward to a sustainable coexistence with the built environment. Green paths will be designed,

as planting in the area today is limited. The trees that will be planted will contribute to the environmental upgrade of the neighborhood. Depending on their position, they will block the cold north wind, but will allow fresh air passing through the neighborhood. They will improve the climate by offering coolness and will shade a walking route or a parking area, depending on their location and type. Soft and perforated construction materials will be used for the whole landscaping.

The overall renovation of the public space includes the following:

- Demarcation of parking spaces with stairs and low fences
- Tree planting and maintenance of existing plantation.
- Spot lighting
- Creation of on-site points of interest, stops, pergolas, sitting areas, picnic areas.

Total estimated cost: € 200,000.00

Construction period: 1 year

Proposed funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

Rainwater drainage network in the city of Heraklion

The project concerns the construction of new and the expansion of existing rainwater drainage networks in the city of Heraklion and covers areas including Agia Triada. The project has already been launched.

Total estimated cost: € 1,839,155.00

Construction period: 3 years

Proposed funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

Firefighting network

This project upgrades – strengthens the firefighting system in the area of Agia Triada, where the narrowness of the urban plan results in the impossibility of passing firefighting vehicles to deal with emergencies.

The project includes the construction of four underground water supply tanks with a capacity of approximately 30 m³ each with the necessary electric and mechanical equipment and the construction of a firefighting network of approximately 1,600 meters and the installation of 20 fire mouths.

The project is under construction.

Total budget: € 628,000.00

Construction period: 1 year

Funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion.

Smart City applications & Installations

“Smart City” applications constitute a distinctive unity, which, due to their characteristics, are mentioned separately. In any case, however, upgrading interventions of the urban space, the urban infrastructure or the urban equipment should be integrated or are in direct connection with the technical projects.

The Smart City Applications proposed for Agia Triada will upgrade the standard and quality of life in the area and enhance its attractiveness to new residents or entrepreneurs intending to relocate there.

After extensive consultation, the Municipality of Heraklion has decided to implement the following applications, which form a complete project within the Sustainable Urban Development Program for Heraklion. The installation and operation of “Smart City” applications is compatible with the principles of the Smart City Strategy of the Municipality of Heraklion and with the specifications of Sustainable Urban Mobility.

The total estimated budget sums up to around € 5,000,000. This budget applies to the whole city of Heraklion and the amount concerning Agia Triada cannot be separated.

SMART CITY APPLICATION	BUDGET
Smart Lightning	€ 100,000.00
Public Wi-Fi	€ 5,000.00
Smart Parking Control	€ 30,000.00
Smart Waste Management	€ 670,000.00
Smart Bench	€ 250,000.00
Digital Signage	€ 20,000.00
Smart Building Energy Management	€ 500,000.00
Smart Traffic Management	€ 50,100.00
Electric Car Charging Station ⁴	€ 20,100.00
Smart Bus Stop	€ 300,000.00
Smart Electric Scooter for seniors	€ 11,000.00
Smart City Platform	€ 60,000.00

⁴ It has been decided to install a total of 150 charging points for electric vehicles throughout the city of Heraklion. This number resulted from the Private Vehicle Charging Plan which received as a specification 1 charger per 1,000 inhabitants).

Sensors & Smart Parking Management System - Electronic Signs	€ 1,400,000.00
Smart pedestrian crossings	€ 250,000.00
IoT wireless network	€ 100,000.00
Sensors & Environmental quality monitoring system	€ 800,000.00
Sensors & Noise monitoring system	
Sensors & Crowd Measurement System	
Sensors & digital traffic management platform	€ 300,000.00
System for recording the effects of seismic activity on buildings	€ 100,000.00
Telecommunication system («smart suitcase») in vulnerable groups for remote diagnosis	€ 130,000.00
Telecommunication system («smart bracelet») in vulnerable groups for remote diagnosis and notification	€ 80,500.00

The Municipality has already applied for funding the total of the above mentioned smart city applications. The proposed funding resource is the Recovery Fund and the Program "Greece 2.0". The project is expected to be implemented within the following year (2023).

ECONOMY

Utilization of the ground level of the old vegetable market and creation of a flea market

The creation of a flea market in the open ground floor of the old vegetable market is a scheduled intervention that can be implemented without construction costs (only managerial and administrative ones) but is expected to have a catalytic impact on the upgrade of the image of Agia Triada. With the operation of the flea market, a large number of visitors will arrive from all around the Municipality of Heraklion and will stimulate the market of the area. The operation of the flea market is also expected to create new businesses in the field of catering, in the wider area of the old vegetable market, which will enhance employment and the gross income of the area, but at the same time will strengthen its image.

Creating a Cultural Hub

It is proposed to establish and operate a Centre for the Development of Innovation - Production - Entrepreneurship in the field of Culture ("Cultural Incubator"©) in the area of Agia Triada, appropriately utilizing one of the available abandoned properties in the area.

The proposal for the installation and operation of a "Cultural Incubator" is an *innovation* in the direction of cultural development, a holistic functional approach based on the concept of networking, synergies and comprehensive and endogenous use of resources.

Within the framework of this proposed structure and the specifications that will be set, will allow all cultural operators and independent artists to join, i.e., it is addressed to Cultural & Creative Industries (CCIs), mainly start up ones.

The concept is to utilize a selected building in order to be transformed into cultural hosting venue (art workshops, screenings, exhibition spaces, libraries-reading rooms, etc.). The Cultural Hub will operate multi-level, offering a wide range of services, in addition to purely cultural ones, such as restaurants, shop etc.

The Cultural Hub can be initially housed in the basement level of the old Vegetable Market complex, until suitable independent premises is found and appointed.

A Feasibility Study is about to be assigned.

Total estimated cost (Feasibility Study): € 15,000.00

Implementation period: 6 months

Proposed funding resources: Municipality's own funding resources

ATTRACTIVENESS

Signage of the Cultural Routes of Heraklion (three of them are directly related to the area of Agia Triada)

The Cultural Routes are an opportunity to upgrade the quality of life and revitalize the urban area of the Historic Center of Heraklion.

Cultural Route Network is a tool that contributes to:

- The promotion and exploitation of the identity of the city
- The promotion of the local heritage and the facilitation of access to markets
- The sustainable management of the cultural resources

The Network of Cultural Routes of the Old Town of Heraklion:

- has a thematic structure,
- contains and provides all necessary information in order to be used effectively by the visitors of the city,
- Will be enriched with infrastructures whose quality and technical elements will be compatible with the character of the city and will contribute to the promotion of the urban space's identity.

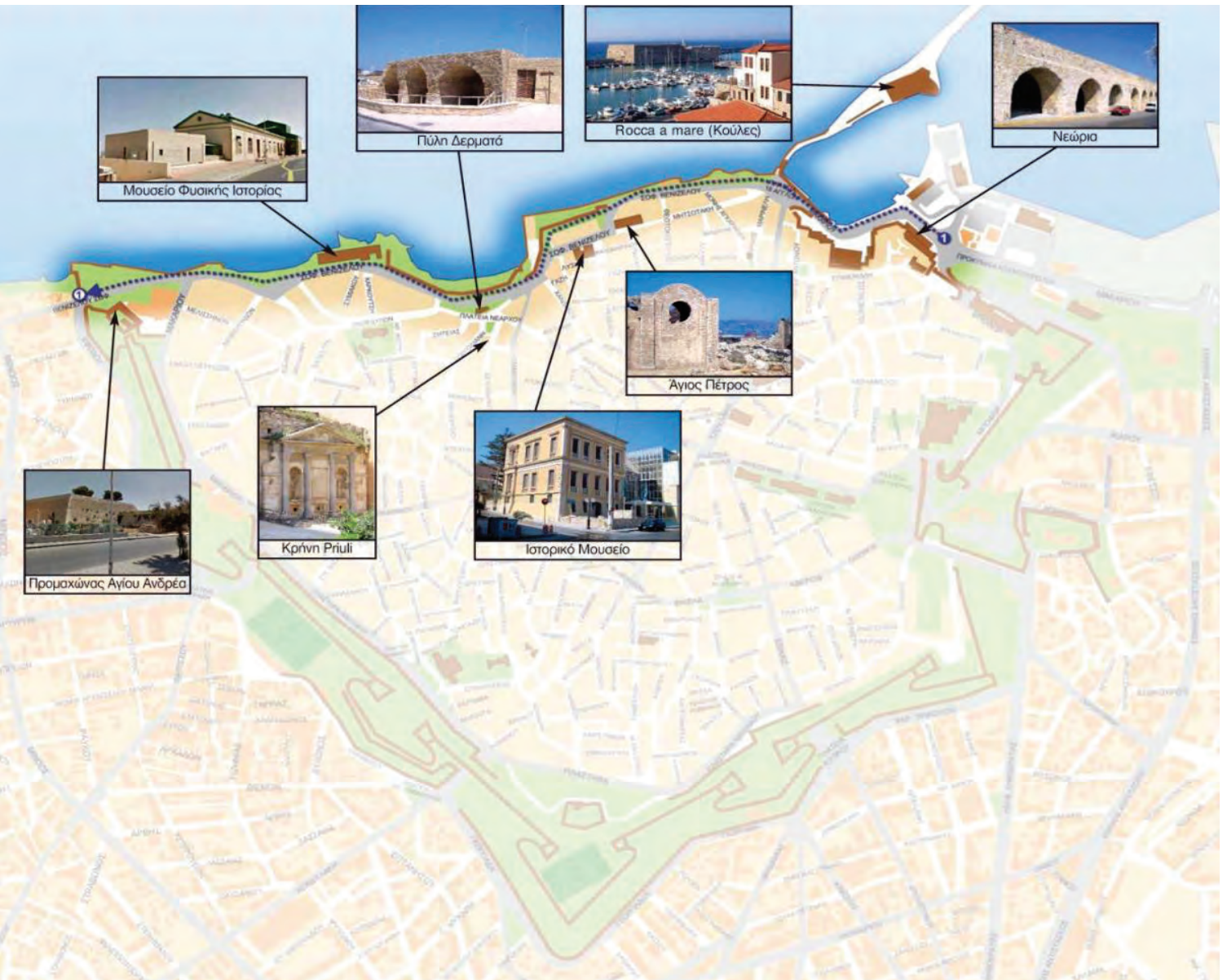
Three (3) out of the five (5) Cultural Routes are related to the area of Agia Triada and are presented in the following pages.

The other two (2) proposed Routes are:

- VENETIAN PORT – CULTURAL CENTER ROUTE
- DERMATAS BAY – ELEFThERIAS SQUARE ROUTE

COASTAL ROUTE (From Venetian Port to Agios Andreas Bastion)

This Route starts from the Northwestern edge of the area of Agia Triada and follows the sea front.

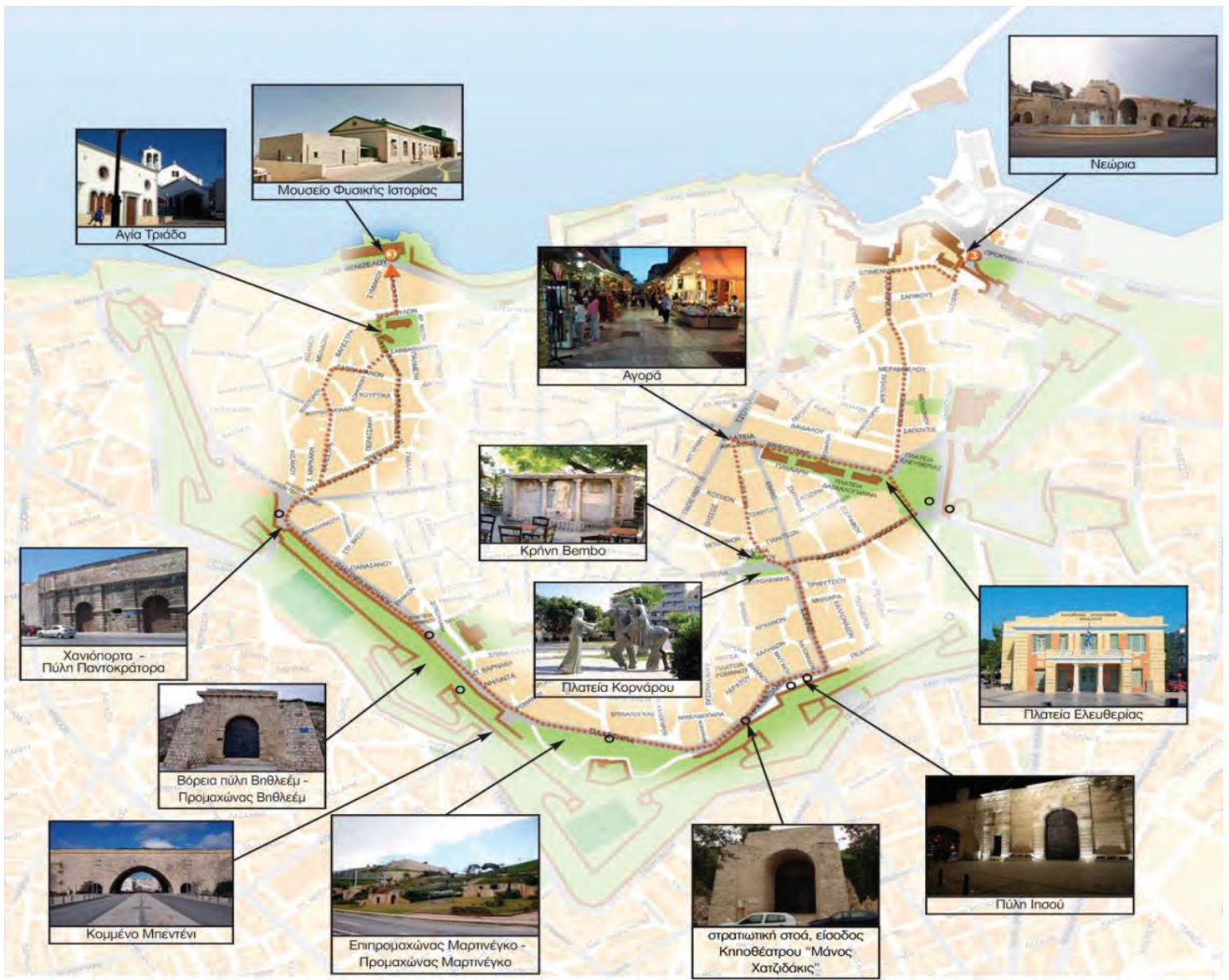


VENETIAN WALLS ROUTE (Follows the flat section of the walls)

This Route follows the perimeter of the old Historic Center of Heraklion, on the Venetian Fortification.



VENETIAN GATES ROUTE (From Dermatas Gate – Hania Gate (Hanioporta) – Pantocrator Gate – Kornarou Square – Central Market – Dikaioisinis street – Port)



The implementation of the Cultural Routes contributes to the upgrade of public space and the completion of infrastructure:

In the context of the implementation of the routes, various interventions will be identified and proposed that will highlight the points of interest and will upgrade the routes as a whole. At this stage, the identification, recording and compilation of integrated proposals (studies) for these interventions have not begun.

- ✓ Restoration of buildings for the creation of infrastructure of cultural and social interest
- ✓ Upgrade of sidewalks, creation of platforms– communal areas
- ✓ Bioclimatic design– upgrades -interventions
- ✓ Restorations of facades of buildings of special cultural / historical value
- ✓ Bureaucratic Facilitations for the restoration - reuse of abandoned buildings
- ✓ Underground networks and waste bins
- ✓ Improvement of accessibility and parking for people with disabilities
- ✓ Creation of parking spaces-areas for loading and unloading – and service areas
- ✓ Demolitions-dismantling to promote-protect-access
- ✓ Supply of urban and other type of equipment
- ✓ Interventions of decorative– cohesive character for the unification of the route

The Cultural Routes Program also involves Private Sector (Local Entrepreneurship):

- ✓ Supporting existing and establishing new businesses
- ✓ Motivation for innovative entrepreneurship-startups
- ✓ Strengthening cultural-creative industry
- ✓ Strengthening social & solidarity economy
- ✓ Digital entrepreneurship-marketing
- ✓ Improvement of digital and other skills
- ✓ Encouragement of local networking

The Cultural Routes aim at the following target groups for the revitalization of the area

- Families
- Employees
- Students & Scientists
- Self-employed
- Entrepreneurs
- Businesses
- Civil society



- Social networks and collectives
- Volunteer groups

Total estimated cost: € 300,000.00

Construction period: 3 years

Proposed funding resources: Municipality's own funding resources

The Cultural Routes Program will be implemented through the Development Organization of the Municipality of Heraklion.

Restoration and highlight of the Palmetis Fountain complex

With the implementation of this project and through a series of small, mild interventions, the Municipality expects this monument to regain its original significance in the area and at the same time to be a point of reference for the area and a place for recreation, not only for Agia Triada but also for the whole Municipality.

The preservation of a cultural heritage monument, closely connected for centuries with the life of the city will give the visitor the opportunity to get acquainted with the area. The highlighting of the special aesthetic characteristics of the natural and residential environment of the area will create an attractive space for both the residents of Agia Triada and the visitors as well.

Total estimated cost: € 250,000.00

Construction period: 1 year

Proposed funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

Highlight of Priuli Fountain

The project concerns the restoration and highlighting of the monument itself and its surrounding area. In addition to its maintenance, it is necessary to remove the debris of the building in which it is built.

The preservation of a cultural heritage monument, closely connected for centuries with the life of the city will give the visitor the opportunity to get acquainted with the area. The highlighting of the special aesthetic characteristics of the natural and residential environment of the area will create an attractive space for both the residents of Agia Triada and the visitors as well.

Total estimated cost: € 150,000.00

Construction period: 1 year

Proposed funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion



Highlight of the archaeological site of Dermatas Gate

The aim of the project is the maintenance, restoration and protection of the Gate and the surviving fortification, the highlighting and promotion of its importance as well as the perfect configuration of the archaeological site which is one of the most important monuments of Heraklion.

The works that will be included in the project are: archaeological cleaning, fixing of the rocky background of the area, restoration of the terrain of the area, restoration works and infrastructures for highlighting the monument and facilitating the visitors.

Total estimated cost: € 700,000.00

Construction period: 2 years

Proposed funding resources: Operational Program of Crete – Sustainable Urban Development Plan of Heraklion

SOCIAL COHESION

Rescue and preservation of the historical memory of the inhabitants through the implementation of an oral history program and creation of an archive and an interactive and expandable and updateable database

The preservation of living historical memory is an extremely important task since in addition to its scientific contribution to further research fields, it recreates images of the past that can be passed on to future generations and stimulate the collective memory and identity of a community and an area.

It is proposed to establish a Centre for the Recording and Preservation of oral history in the area of Agia Triada, thus emphasizing and highlighting the special profile of the area as a “time capsule” of Heraklion, an area that largely retains the characteristics of the structured space from the past centuries. In addition, as an area that housed immigrants in past times, it symbolically reflects the pursuit of preserving history through the recording of life narratives.

The narratives will be collected on the basis of a non-directed and then - as required - customized, questionnaire covering the lives of the narrators, focusing on life-cycle events as shaped by the general economic and political events during their lifetime. Narrators will be encouraged to speak as much as possible without the interference of the interviewer.

The material collected will be sorted and processed and maintained in the centre’s archive to form a dynamic database for use in any way concern.

The archive of oral history (mainly digital but also natural) is proposed to operate in the basement in the complex of the old Vegetable Square.

Total estimated cost: € 30,000.00

Implementation period: 2 years

Proposed funding resources: Municipality’s own funding resources

3.3 Funding

Financing an Integrated Urban Regeneration Plan is a complex and multidisciplinary process.

Attracting and securing financial resources for the implementation of urban regeneration programs in Europe and in the rest of the world, is perhaps the most crucial factor for the implementation of the relevant policies. Resources can come from both the public and private sectors, with state-of-the-art approaches placing particular emphasis on private equity participation⁵.

In addition, resources from European Union programs have been a key parameter in recent years for the implementation of urban regeneration programs (European Commission, 2010). At this point it should be emphasized that in countries such as Greece that do not have a solid background around urban regeneration policies such as France or the United Kingdom, funding comes mainly from EU Initiatives and Programs. Especially for Greece, in the past but also today, through the Community Support Frameworks and in particular through the Regional Operational Programs (RIP) and the Operational Program for the Environment (YMEPERAA), many studies and projects for “Regeneration in the Structured Environment” have been funded.

The European Investment Bank (EIB) has, over time, played a particularly important role in financing and supporting urban regeneration projects.

In addition to the EIB, the Council of Europe Development Bank (CEB) also participates in the financing of urban regeneration interventions, with the most prominent examples being the financing of integrated interventions for housing and urban infrastructure in areas across Europe.

An additional source of funding which has recently emerged is the Recovery Fund, which provides a particularly significant amount of funding for Greece, in order to re-activate the development process which has been hit by the pandemic. Given that many of the decided interventions for Agia Triada are of a developmental nature with a horizontal effect, it is very likely that they will be selected for funding from the funds of this Fund.

As early as the 1990s, the need to delegate significant responsibilities to the private sector began to emerge⁶. This divestiture over time, proved to be absolutely necessary and efficient and is constantly increasing, with the result that today there is talk of an undeniable inflow of private capital in the implementation of urban regeneration programs in major European countries⁷.

The private sector undertakes and finances the investments made, while the state in most cases provides various facilities, maintaining a supporting role. It has been proven in many cases that the availability of resources and the attraction of private capital are key points for the successful outcome of a policy of urban regeneration.

Interventions for the urban regeneration of an area are directly correlated and have an undeniable impact on the structure and operation of the real estate market. For this reason, in

5 Carter 2006, Guy et al. 2001

6 Moulart et al, 2003

7 Adair et al, 2000b

recent years there has been a special involvement of the so-called Real Estate Investment Funds (REITs) in the implementation of the renovations. These are companies that hold mutual funds in real estate and there is the possibility of being listed on the stock exchange. In this way the real estate is transformed into a capital of the international markets and the notion of the specific space that a property possesses by its nature is lost. This is the so-called securitization of real estate that is also valid in Greece (Law 3165/2003) as well as the institutionalization of Real Estate Investment Companies (Law 3283/2004). What is interesting is that these funds are attracted during the implementation of a regeneration policy, as they seek to reap a high value and return, both in real estate and in the financial products they may own, a good value that will result from the successful outcome of regeneration. These chapters, however, are characterized by a highly volatile and unstable character depending on the opportunities presented, while at the same time emerging as regulators for global urban development.

The involvement of private investors in the financing of urban regeneration projects, as evidenced by the accumulated experience, is a particularly high-risk investment initiative, as it takes place mainly in degraded urban areas that are not of significant investment interest. This is due to the low purchase value of real estate (plots and buildings).

Therefore, for the private investor, fundamental parameters are, on the one hand, the provision of such guarantees and, on the other hand, the provision of a satisfactory return on investment. These guarantees must come from the state that has the coordinating role. The creation by the central state of mechanisms that coordinate and establish the basic principles of the regeneration policies also contributes to this direction.

At this point we must emphasize that we do not choose urban regeneration through “profit-oriented” investments aimed at high-income population groups, which ultimately lead to the removal of current residents, but we choose investments that – with the support of the state and local government – seek creation of affordable housing.

In a second phase, depending on the body that will implement the regeneration program, other parties are involved, such as the private sector or local communities. What should be noted is that the above schemes are generally the bases that support the organizational structures for the implementation of regeneration policies from an institutional point of view. It is a fact that in each country there are different institutions and there is a special variety in terms of representation and participation of the central government in the organization and support of such programs.

In Greece there are various schemes and mechanisms for the formation of the financial framework in the implementation of the regeneration policies of an area. In most cases, the resources come from Public Organizations of the Central Government (Ministries, General Secretariats), from Local Authorities of A' and B' degree, from Public-Private Partnerships (PPPs) but also from purely private resources.

Considering that the various forms of financing of urban regeneration through state subsidies mainly concern individual interventions in the context of an urban regeneration and which are made:

- (a) either through public investment in real estate to promote social housing;
- b) either by providing loans with favorable repayment terms or various forms of tax exemption,

they are not of particular interest, as on the one hand they presuppose the existence of large financial resources which in the current economic situation are if not improbable, at least extremely difficult to find, on the other hand they run into the labyrinthine bureaucratic regime of the State.

Therefore, the partnerships between the private and the public sector (PPP) are of greater interest, which show particular transformations and differences in their structure over the years and from region to region⁸.

Other alternative sources of direct funding for the Urban Renaissance, in addition to the aforementioned European programs, financing of Development Credit Institutions and funds from Public-Private Partnerships, are funds from large corporate, corporate and social crowd-funding.

The crowdfunding process due to its relatively limited dynamics is mainly aimed at small-scale actions. For the implementation of small-scale actions, the voluntary contribution is necessary and often catalytic.

Above all, the most important and critical parameter is the establishment and adoption of a coherent and holistic Sustainable Development Program that will focus exclusively on Agia Triada. This Program has already been decided by the Municipal Authority of Heraklion in collaboration with the Regional Authority of Crete. It will be an essential part of the ongoing Sustainable Development Program for the wider region of Heraklion, which was already partially implemented in the Programming Period 2014-2020, and will be extended during the Programming Period 2021-2027 and beyond.

3.4 Monitoring and local planning framework

The Integrated Action Plan, as a strategy tool and a guide for urban regeneration, has been developed taking into account the pre-existing studies and the current institutional framework for the city of Heraklion and the area of Agia Triada in particular.

The IAP is harmonized with the Strategies that the Municipality of Heraklion has adopted and implements:

- The Sustainable Urban Development Strategy, in the context of the OP. Of Crete
- The Research & Innovation Strategy (RIS3)
- The Strategic Operational Program of the Municipality
- The Strategic Plan "Heraklion - Smart City"
- The Strategic Tourism Marketing Plan

The Integrated Action Plan has also taken into account the Strategic Study for the promotion of the old city of Heraklion, the Study for the regeneration of Agia Triada, the terms and limitations set by the existing framework: building conditions, traffic study, road plan and declarations of monuments by the Ministry of Culture etc.

⁸ I. Lainas "Investigation of urban renaissance policies - European experience and perspectives in Greece, p. 22, Athens 2015



Urban Plan of Agia Triada (1936)

The area of Agia Triada has administratively been incorporated into the 1st Municipal Community of Heraklion Municipality under Presidential Decree No. 43/2015 (Government Gazette No. A 72 / 3.7.2015).

A large part of the Agia Triada area has been designated as “Historic Place” because it is an existing specimen of the evolution of the city of Heraklion from an architectural, urban, historical and social point of view. This designation was formally formulated by Ministry of Culture: GDMTE / DNSAK / 256242/289333/1524 / 7.10.2014 Decision of the Minister of Culture.

By the Decree of the President of the Hellenic Republic, published on 27/7/2018 (Government Gazette No. 150), the revised urban plan of Agia Triada was approved, which incorporates the conditions and restrictions for the total protection of the area.

All the above are mentioned and analyzed in the approved Heraklion Sustainable Urban Development Plan (BAA), which is not a random sum of actions and projects, but forms part of a comprehensive concept based on synergies with the Operational Program “Crete 20140-2020”, the Operational Program of the Municipality and the Strategies for the “Smart City” and “Tourism Marketing”.

Using the involvement of the community and the conclusions of the above-mentioned analysis, an evolving program will be designed over time, which will incorporate possible funding with simultaneous control of available funds, so that it can at any time integrate parts of the proposed projects into the current public conditions. It is initially proposed that this plan should be updated every two years, as it will have timelines for various sectors and will be able to indicate different sources of funding depending on the nature of the projects.

Regarding the data collection phase of the research, the new element adopted was community involvement, a process that has been institutionalized and is deliverable to the KAIRÓS project. The basic idea was to record, as much as possible, the needs and not the wishes of the communities for the development of the study area. The meetings were to be open to all stakeholders. The pandemic period created enormous difficulty and pushed towards establishing an alternative communication code, using social media and interactive platforms. There were two ways to conduct these meetings:

- The conventional approach: after an introduction, the participating stakeholders were asked about their problems, and the ULG Core Group compiled a list, according to the KAIRÓS Pillars.
- The alternative approach: after an introduction, the ULG Core Group described the results of its own site visit and observations in accordance with the initial analysis that emerged during the first phase of the project. This presentation helped the community identify its needs, but in terms that could be answered realistically. At the end, the attendees confirmed the needs presented at the meeting and identified others.

In the end, a contact group was formed to help the ULG Core Group identify, verify and investigate needs in more detail, with site visits and further discussions. This contact group would also help control problems at the analysis stage.

The steps, per category, have been and will continue as follows:

Community and other consultations:

1. Conduct a series of local-level community meetings to identify problems and prioritize them.
2. Conducting detailed discussions with contact persons (ULG representatives)
3. Conducting discussions with relevant individuals and groups, as needed.
4. Conduct meetings with the Municipal Authorities, other relevant governmental and non-governmental organizations, the private sector and local *intellectuals* in order to identify problems.

Preparatory analysis and evaluation

1. Collection of relevant data on adjustable land uses and activities, infrastructure, development of ongoing projects, development trends, new projects. On the field visits and observations. Discussions with residents.
2. Identify potential new development opportunities, possibly those that provide the right tools at a comparatively lower cost.
3. Presentation of preliminary conclusions, evaluation and analysis in plenary meetings.

Project proposals

1. Evaluation of alternative ways and means of problem solving and proposal of new projects.
2. Analysis of financing and resources, through the Municipal Departments.

3.5 Risk analysis

Risk Category	Risk Description	Probability	Impact	Mitigation measures
Strategic	Not to give due priority by the Municipal and the Regional Authorities	Low	Very High	Good documentation of the financing application. Regular information of the Municipal Authority
Financial and Economic	Lack of funding (especially for the large-scale projects)	Medium	Very High	Good documentation of the feasibility of the urban regeneration. Special spatial sub-program for Agia Triada, incorporated in the Regional Operational Program of Crete, for the programming period 2021-2027 Clarification and maturation of technical studies
Legal	Changes in the current legal framework Continuation of the Covid-19 Pandemic	Low Medium	High Medium	Frequent reviews of relevant legislation to ensure on-time response towards possible change Use of online communication tools
Organizational/ Managerial	Not the right mix on ULG synthesis Inability to co-operate with minority population groups, inhabitants of the area	Medium High	High Medium	Continuous and detailed information. Activation of the competent Social and Welfare Municipal Services
Environmental	Ecosystem disturbance Traffic effects	Very Low High	Very Low Medium	Observance of the regulations Continuous and detailed information.

KAIRÓS, Heritage as Urban Regeneration

KAIRÓS is an URBACT Action Planning Network led by Mula (ES) and joined by Šibenik (HR) Ukmergė (LT) Cesena (IT) Heraklion (EL) Belene (BG) and Malbork (PL). It has focused on expanding the role of cultural heritage as a driver for sustainable urban development and regeneration.

KAIRÓS focuses on cultural heritage as a driver for sustainable urban development and regeneration. These cities are experimenting with an integrated approach resulting from the proper assemblage of five key dimensions: Space, Economy, Social Accessibility, Attractiveness and Governance.

KAIRÓS has worked at two levels. Locally, each network city has co-produced an Integrated Action Plan along with a group of selected stakeholders. Internationally, a learning and exchange itinerary was rolled out, including baseline study, thematic workshops, study visits and peer-reviews. Most Kairós learning activities are open to anyone interested.

KAIRÓS is a word in ancient Greek meaning the right time for moving into action.

URBACT is a European programme promoting sustainable urban development. URBACT's mission is to enable cities to work together to develop solutions to major urban challenges, reaffirming their key role in facing increasingly complex societal changes.