



INTEGRATED ACTION PLAN

A CO-CREATED ROADMAP TO ADDRESS URBAN CHALLENGES WITH PARTICIPATORY ACTIONS

ALGHERO

SPACES, SKILLS, FUTURE

BACKGROUND

Alghero, a coastal city in **northwestern Sardinia**, is one of the Island's **main tourist destinations**. Despite its natural beauty and vibrant seasonal economy, the city faces youth outmigration and struggles to retain and attract talent. Key challenges include access to affordable housing, a lack of shared community spaces, fragmented entrepreneurial support and weak vocational training pathways.

With a population of around 42,000, Alghero's economy is **mainly based on the service and tourism sectors**. Its education system includes secondary schools and a university faculty of architecture. However, there is limited integration between the productive and educational sectors and the concentration of innovation services in southern Sardinia restricts opportunities for local development.



ALGHERO

Alongside its cultural and environmental heritage, the city presents **structural imbalances**: services are concentrated in the historic center, public transport is limited and access to culture, training, and job opportunities is scarce in peripheral or rural areas. The business landscape is made up of micro and small enterprises, often disconnected from each other, with few support networks for young entrepreneurs.

ULG - STAKEHOLDER GROUP

The URBACT Local Group (ULG) has driven the participatory process, involving **over 30 stakeholders** from public institutions, private businesses, cultural and social associations, schools, universities, young professionals and creatives. The group contributed to every phase: diagnosis, co-design, mapping, pilot testing and final validation.

ACADEMIC – EDUCATIONAL SECTOR

TRADE ASSOCIATIONS

PRIVATE SECTOR

LOCAL BUSINESSES

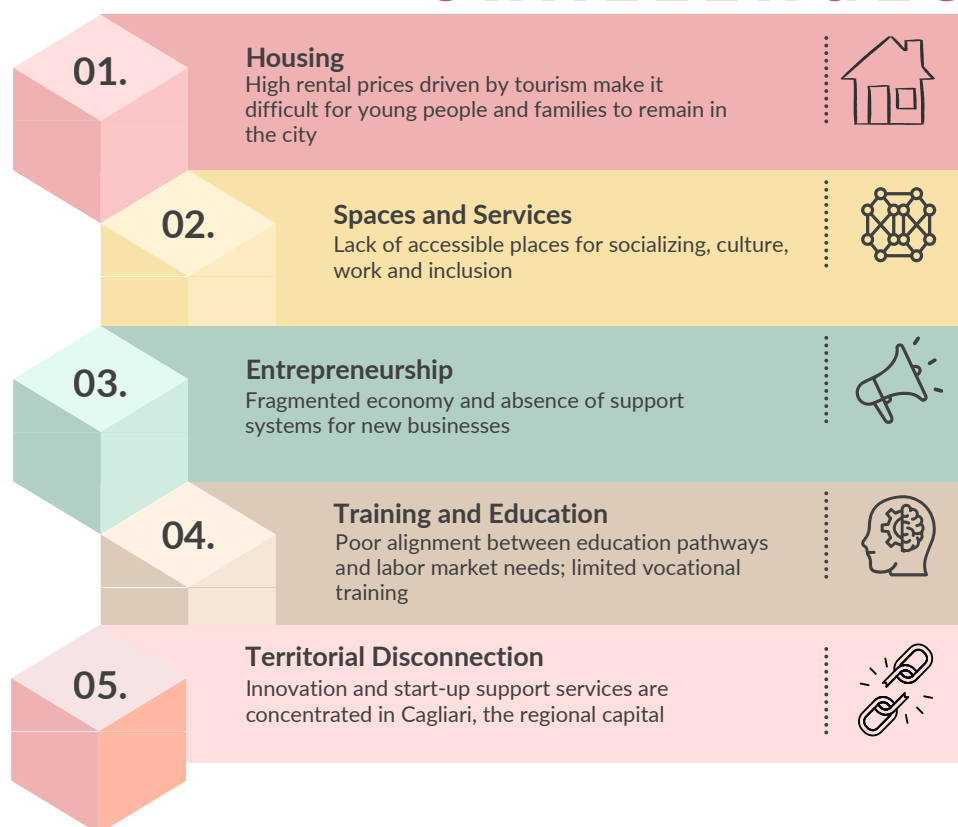
TARGET GROUP

ULG members and stakeholders

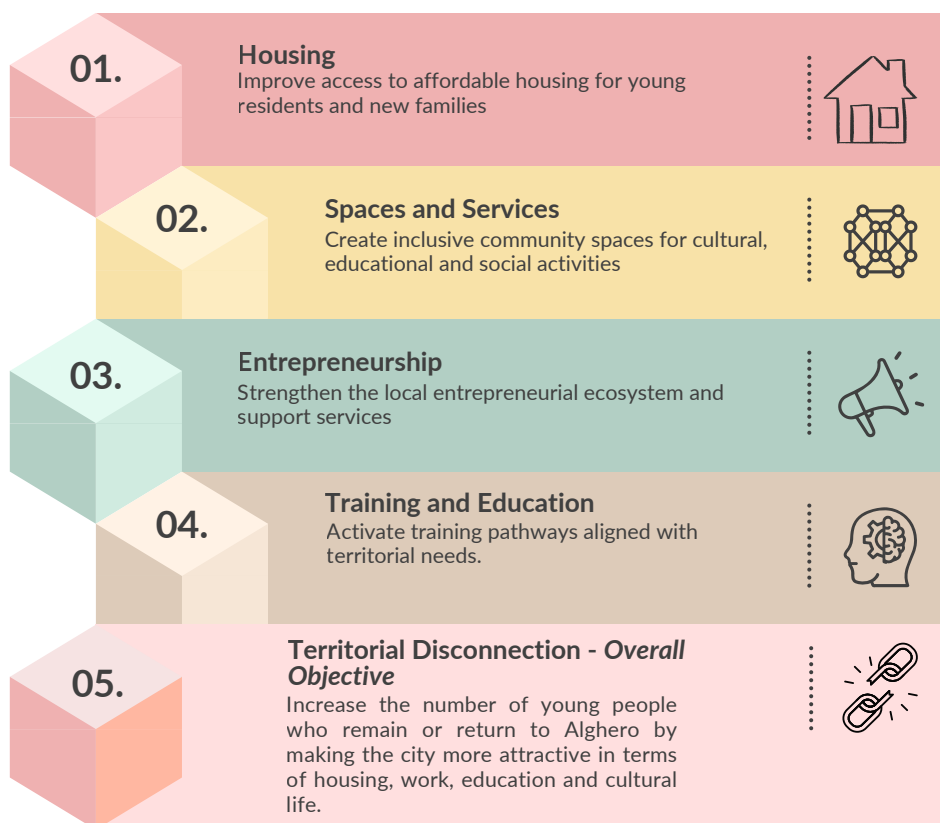
The ULG has been central throughout the initial analysis and diagnosis phase. Its diverse composition allowed the inclusion of different perspectives and expertise, ensuring that the IAP reflected **the real needs of the territory**, identifying challenges and objectives to be achieved.



CHALLENGES



OBJECTIVES



PROJECT INTERVENTION LOGIC

Initial Diagnosis (Autumn 2023)

Review of demographic and socio-economic data, stakeholder interviews and early problem definition

Challenge Framing and Visioning (Jan - Nov 2024)

Workshops with the ULG to define the core problem and set a shared vision for a more attractive, talent-friendly Alghero

Mapping Activities (Dec 2024 – Feb 2025)

Surveys and fieldwork to understand existing skills, employment demand, housing barriers and underutilized spaces

Pilot Action Design (Mar 2025 - Jul 2025)

Co-design of specific actions, activation of a mini community hub and the purpose of implementing training and entrepreneurship programmes by the end of 2027

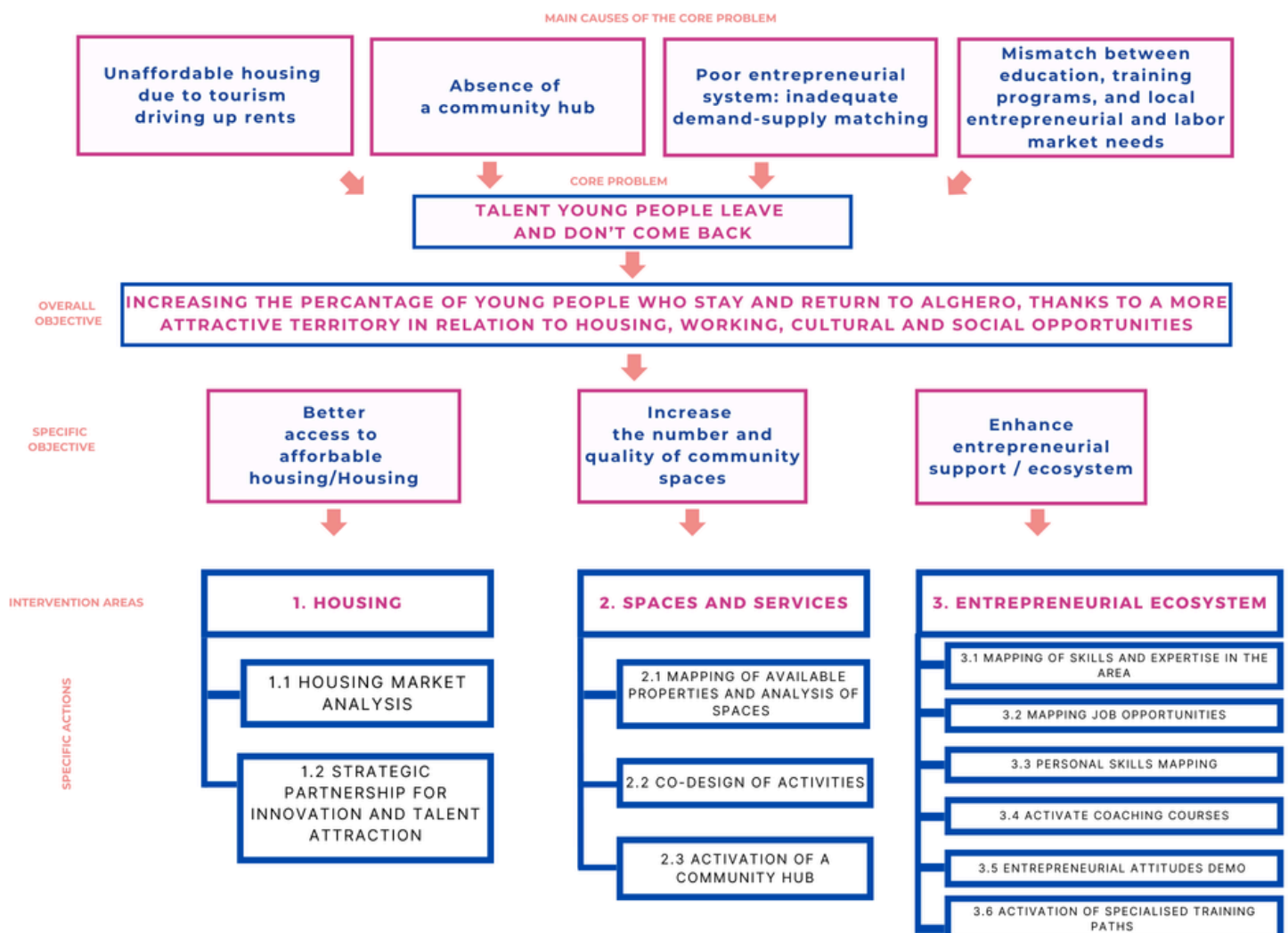
Testing Actions & Finalization (Summer - Winter 2025)

Launch of temporary management models, mini-hub activation and stakeholder interviews to validate the action plan

IAP SUMMARY

The roadmap is structured within **three main actions** related to the described specific objectives. The actions contribute to the overall goal operating on the main areas of intervention, in order to build an **organic and integrated response** to the critical issues and challenges of the area.

The actions are designed to **respond to the needs of youth**, but more generally to take a comprehensive approach to improving the quality of life for the entire population.





INTERVENTION AREAS & ACTIONS

The IAP is structured around 3 main intervention areas:

1. HOUSING

- Housing market analysis in partnership with Nomisma;
- Strategic partnership with Porto Conte Ricerche to co-develop talent retention policies.

2. SPACES AND SERVICES

- Mapping and enhancement of underused properties;
- Activation of Atelier#4 and Atelier#5 as mini hubs for the community;
- Co-design of programming with local stakeholders and youth professionals.

3. ENTREPRENEURIAL ECOSYSTEM

- Mapping of skills and job opportunities;
- Coaching and mentoring programs;
- Entrepreneurial mindset training;
- Development of a local skills catalogue;
- Activation of specialized training courses in the agriculture and culture sectors;
- Co-design of vocational learning paths with local businesses.

What is going to happen? Who is going to do what?

SPECIFIC OBJECTIVES

INTERVENTION AREA	ACTION	OUTPUT	OUTCOME	RESPONSABLE ORGANISATION	TIMESCALE
HOUSING	1.1 Housing market analysis	Comprehensive report on the housing market in Alghero, including data on supply, demand, rental trends, affordability, and policy recommendations.	Better access to housing market information and definition of the supply/demand balance	Municipality of Alghero	From December 2024 on
	1.2 Strategic Partnership for Innovation and Talent Attraction	Formal agreement between the Municipality of Alghero and Porto Conte Ricerche, in order to outline initiatives for talent retention, innovation, and economic development.	Concrete policies and initiatives that enhance talent retention, human capital development and economic sustainability	Municipality of Alghero Porto Conte Ricerche Institute	From December 2024 on
SPACES AND SERVICES	2.1 Mapping of Available Properties and Analysis of Spaces	Inventory report of available properties and underutilized spaces in Alghero	A map of unused real estate will help open affordable community spaces for local cultural and creative activities.	Fondazione Alghero	To be determined with the municipality
	2.2 Co-design of activities and activation of a mini community hub	A community hub co-designed with local stakeholders, hosting social, cultural, and entrepreneurial activities	Better work conditions and visibility of the local creative community, directly involved in community hub's management process	Fondazione Alghero	2026 (The activation of Atelier#4 and Atelier#5 as inclusive community spaces)

INTERVENTION AREA	ACTION	OUTPUT	OUTCOME	RESPONSABLE ORGANISATION	TIMESCALE
ENTREPRENEURIAL ECOSYSTEM	3.1 Mapping of skills and expertise in the area	A report mapping skills, labor gaps, and opportunities for local workforce growth.	<ul style="list-style-type: none"> - Greater awareness of labour market demand and supply and of local resources - Improved matching of labour market demand and supply 	Fondazione Alghero	March - July 2025 pilot action
	3.2 Mapping job opportunities	Detailed job opportunities report, outlining key employment sectors, skill demands, and labour market trends	Better access to information on job opportunities	Fondazione Alghero	2026
	3.3 Personal skills mapping	A report mapping personal skills and gaps to guide professional growth in Alghero's workforce.	Young people's career choices better aligned between skills and personality.	Fondazione Alghero	2026
	3.4 Activate coaching courses	Implementation of coaching courses, providing tailored support for skill development, career growth and entrepreneurial empowerment	Coaching Young People	Fondazione Alghero	<ul style="list-style-type: none"> - 2026 - test event and test year - 2027 - 3 events per year
	3.5 Entrepreneurial attitudes demo (training paths around "how to be entrepreneurial")	Launch of training programs on entrepreneurial mindset	Increase of entrepreneurial soft skills and mindset	Fondazione Alghero	<ul style="list-style-type: none"> - 2026 - test event and test year - 2027 - 3 events per year
	3.6 Activation of specialized training paths related to the agricultural sector	Implementation of specialized training programs in the agricultural sector	More young talent engaging in agriculture through training that connects city and countryside.	Fondazione Alghero	<ul style="list-style-type: none"> - 2026 - test event and test year - 2027 - 3 events per year

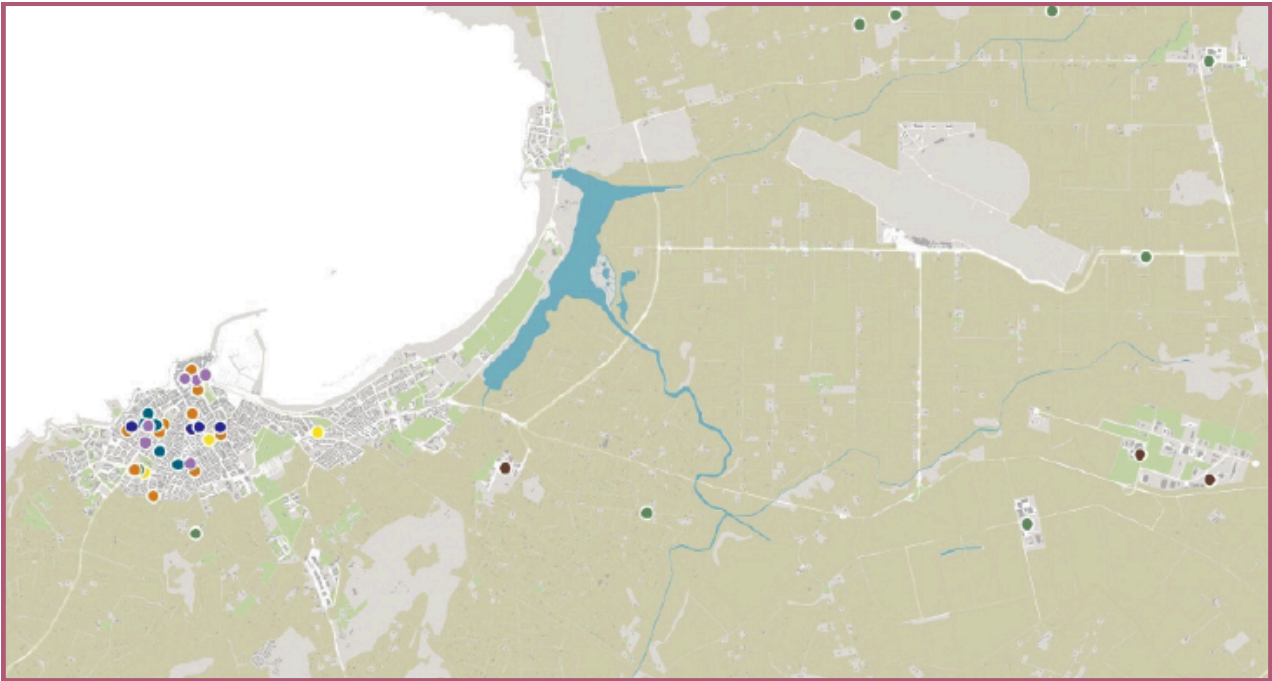
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Action	2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SO1 - Better access to affordable housing / Housing																
1.1 Housing Market Analysis																
1.2 Strategic partnership for talent innovation and talent attraction																
SO2 - Increase the number and quality of community spaces																
2.1 Mapping of Available Properties and Analysis of Spaces																
2.2 Co-design of Activities and Activation of a Mini Community Hub																
SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem																
3.1 Mapping of skills and expertise in the area																
3.2 Mapping job opportunities																
3.3 Personal Skills mapping																
3.4 Activate coaching courses																
3.5 Entrepreneurial attitude demo																
3.6 Activation of specialised training paths																

PRIORITIES

Reconnecting a Fragmented Territory

As previously mentioned, one of Alghero's main challenges is its **territorial disconnection** - between the city centre and its surrounding neighborhoods (the borgate), between young people and institutions and between available spaces and unmet needs. This fragmentation has shaped all aspects of the Integrated Action Plan.



Map of Alghero and the surrounding territory

Through participatory mapping, workshops, and fieldwork, we identified four strategic priorities:

- Bridging the centre-periphery divide
- Activating unused public spaces
- Aligning skills with opportunities
- Reversing youth migration

These priorities are interconnected, addressing territorial disconnection means building a cohesive, resilient local ecosystem where people, places and opportunities are better connected.

Key Findings

- **Small actions unlock bigger change** - Temporary activations helped test governance models and generate momentum.
- **Mapping is strategic** - Collecting data on skills, spaces and needs revealed hidden assets and gaps.
- **Trust matters** - The co-creation process fostered stronger relationships among public, private and civic actors.
- **Local talent exists** - But it needs visibility, support, and space to thrive.

FUNDING AND IMPLEMENTATION STRATEGY

The implementation of the Integrated Action Plan will require a combination of local resources, regional and national programs and European funding instruments.

Overall investment estimated - €149,000

AREA	ACTION	COST
HOUSING	1.1 Housing market analysis	€ 30.000,00
	1.2 Strategic partnership for innovation and talent retention	€ 24.000,00
SPACES&SERVICES	2.1 Mapping of available spaces	€ 29.000,00
	2.2 Co-design and activation of mini-hub	€ 15.000,00
ENTREPRENEURIAL ECOSYSTEM	3.1 Mapping of skills and expertise	€ 12.000,00
	3.2 Mapping of job opportunities	€ 12.000,00
	3.3 Personal skills mapping	€ 5.000,00
	3.4 Coaching courses	€ 8.000,00
	3.5 Entrepreneurial demo activities	€ 7.000,00
	3.6 Specialised training paths	€ 7.000,00
TOTAL		€ 149.000,00

Alghero will combine multiple funding streams to support the IAP:

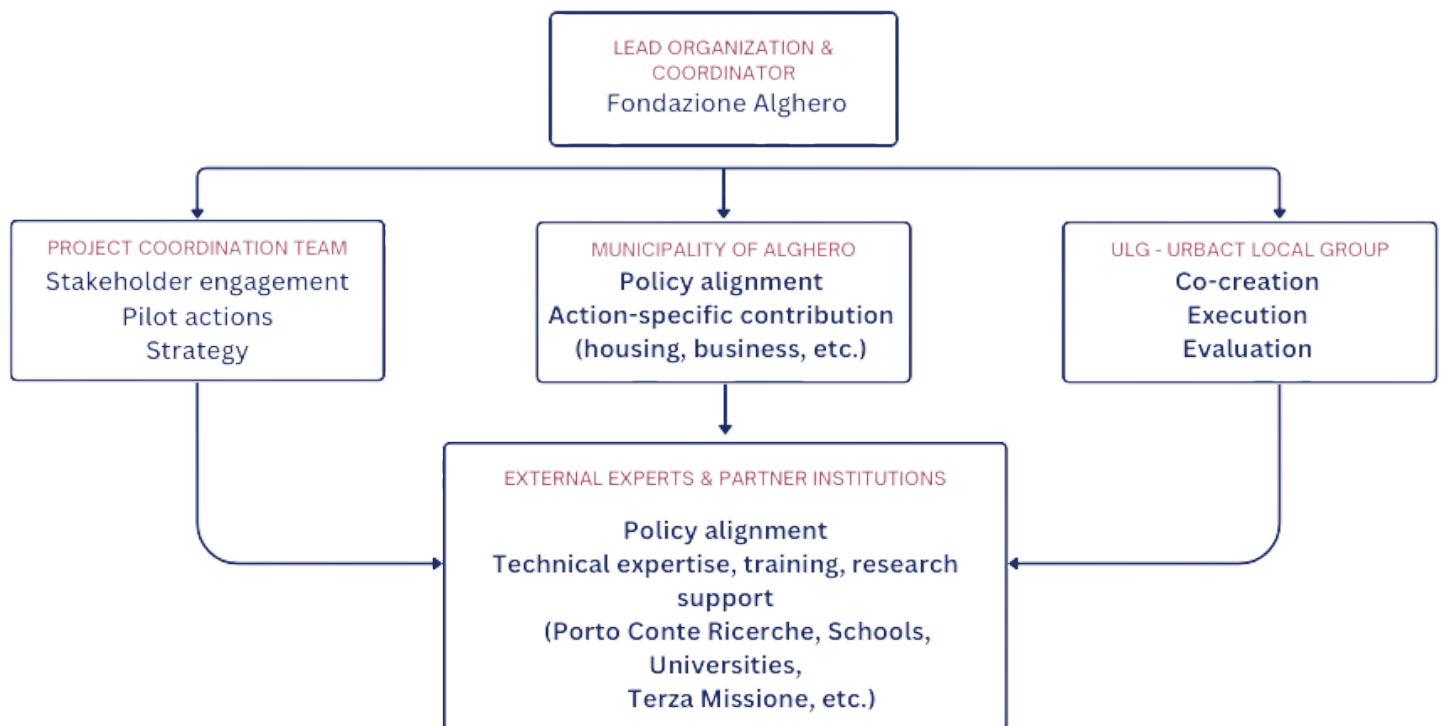
- **Local & Regional Funds** → City budget, Sardinia Region, local institutions
- **National Programmes** → Youth employment & training
- **European Funds** → ESF+, Erasmus+, innovation & cooperation
- **Private Sector&Partnerships** → Local businesses, foundations, research centres

GOVERNANCE OF IMPLEMENTATION

The **Integrated Action Plan** (IAP) will be officially approved by the Municipality of Alghero by the end of 2025, ensuring institutional alignment with local strategies. Fondazione Alghero will lead the implementation as the coordinating body, supported by:

- the Municipality of Alghero → institutional and policy support
- the Urbact Local Group → advisory and monitoring role
- external experts and partner → institutions technical, training and research support

Stakeholder engagement will be continuous through the ULG, which will act as a consultative body meeting quarterly to review progress and provide feedback. Project management will be handled by the Coordination Team within Fondazione Alghero, which will produce **biannual progress reports**, hold **periodic stakeholder meetings**, and conduct **annual evaluations**.



MONITORINGS

Fondazione Alghero will lead the monitoring of the IAP through a dedicated **Monitoring and Evaluation Team**, working in collaboration with the Municipality of Alghero and the Urbact Local Group (ULG).

A **Control Group** of former Alghero residents will provide independent feedback on how effectively the plan enhances the city's attractiveness for returning talent.

Monitoring will be based on predefined indicators and conducted through:

- **Quarterly internal reviews to assess short-term progress;**
- **Biannual stakeholder reports** and meetings with the Municipality, ULG, and key partners;
- **Annual public reports and external reviews** including input from the Control Group and independent experts.

Reports will combine quantitative and qualitative data to evaluate implementation status, results, and stakeholder feedback, ensuring transparency and continuous improvement.

RESULT INDICATORS		
SPECIFIC OBJECTIVE	BASELINE VALUE	TARGET VALUE
Better access to affordable housing / Housing	33% of families spend over 30% of their income on housing; no structured housing policy targeting young people and families (2025).	Reduce cost-burdened households to below 25% by 2030; Facilitate access to housing for at least 50 young residents/families.
Increase the number and quality of community spaces	Several unused spaces identified (e.g. former Carabinieri barracks, ex-cotton mill); Atelier 4 & 5 under preliminary use; Lack of community hub governance.	At least 2 mini hubs activated by 2026; 30% increase in civic and cultural events hosted in community-managed spaces.
Enhance entrepreneurial support / Entrepreneurial ecosystem	4.9% decrease in youth enterprises (2023); Limited entrepreneurial support infrastructure; No formal coaching/training system in place.	At least 10 new youth-led businesses by 2027; 3+ active support/training paths annually; 50 participants per year.

TESTING ACTIONS

Two key actions were piloted during the project, and one is still ongoing:

1. MAPPING OF SKILLS AND EXPERTISE IN THE AREA

To address the lack of data on local skills and employment needs, the ULG led a bottom-up mapping process involving surveys and interviews with schools, businesses, associations, and citizens. The activity uncovered hidden competencies and mismatches between skills and labour market demand, and highlighted the need for practical support measures like coaching and peer mentoring.



2. MAPPING JOB OPPORTUNITIES

The pilot laid the foundation for Intervention Area 3 of the IAP. It validated the importance of community-led research, collaborative (non-competitive) support systems and the creation of a digital “skills catalogue.”

The initiative also involved consultations with recruitment professionals, showcased local best practices and proposed hybrid (online/offline) activation formats for future training, networking and entrepreneurial activities.

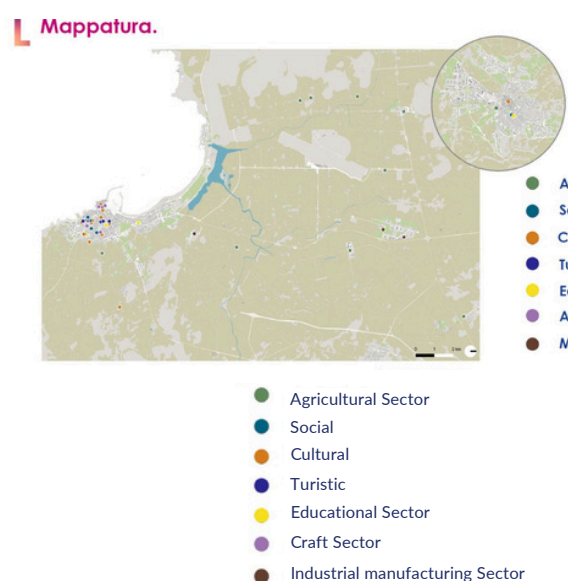
Overall, the action demonstrated that entrepreneurial activation in Alghero requires not only training, but also shared knowledge infrastructure, early-stage support and investment in inclusive, flexible participation models.

3. CO-DESIGN OF ACTIVITIES

The ULG addressed the lack of accessible, flexible spaces in Alghero by engaging local actors and institutions in a co-design process. The focus was on identifying needs, defining possible uses and establishing rules for transparent governance. This phase confirmed strong interest from youth groups, associations and creatives, highlighting the demand for collaborative and inclusive spaces. The co-design approach also generated shared ownership and laid the foundation for testing new models of community engagement.

4. ACTIVATION OF A COMMUNITY HUB

The ULG, in collaboration with Fondazione Alghero, identified the Atelier spaces (4 and 5) as a strategic opportunity to activate new community and entrepreneurial dynamics. With the support of the Municipality, efforts are underway to open these spaces for temporary activities, through a public call targeting local associations and groups. The strong interest expressed confirms the demand for accessible, flexible venues, while also highlighting the need for clear governance rules to encourage collaboration and prevent conflict. The activation of the Ateliers will be integrated with the ULG's mapping activities to ensure their role within a broader, coordinated local ecosystem.



All testing actions directly informed the structure and implementation priorities of the Integrated Action Plan.



TO BE CONTINUED...