



# INTEGRATED ACTION PLAN 2025

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

# ALGHERO

## SPACES, SKILLS, FUTURE



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# 1. INTRODUCTION AND CONTEXT

## **1.1. Introduction to the document**

This Integrated Action Plan (IAP) of Alghero has been developed throughout the C4TALENT URBACT project, which started in 2023. It is the result of a collaborative effort led by Fondazione Alghero, supported by the Urbact Local Group (ULG) and Avanzi, involving key local stakeholders from the public, private, and civic sectors.

The purpose of this document is to analyze Alghero's current situation in relation to the brain drain phenomena, pressing issue affecting the city's ability to retain and attract young talent, professionals, and skilled workers. Through this plan, Alghero aims to tackle this challenge by implementing targeted pilot actions that enhance housing accessibility, create inclusive spaces, strengthen entrepreneurial support, and improve training opportunities. A strategic roadmap to guide Alghero's transformation into a more dynamic, inclusive, and opportunity-rich city, capable of sustaining long-term social and economic growth.

## **1.2. Background**

C4TALENT – Cities for Talent – is an Action Planning Network (APN) co-funded by the URBACT IV Programme of the European Union. It brings together ten small and medium-sized towns from across Europe that face a shared challenge: the steady loss of skilled and creative people, often referred to as brain drain.

The network's central question is simple but critical: How can smaller cities attract and retain talent by creating thriving local conditions for entrepreneurship, innovation, and quality of life?

Between June 2023 and December 2025, C4TALENT supported its partner cities in developing their Integrated Action Plans (IAPs) to tackle this challenge at local level. Each plan is based on the URBACT method – a structured, participatory process that helps cities design concrete actions through learning, exchange, and collaboration.

The network

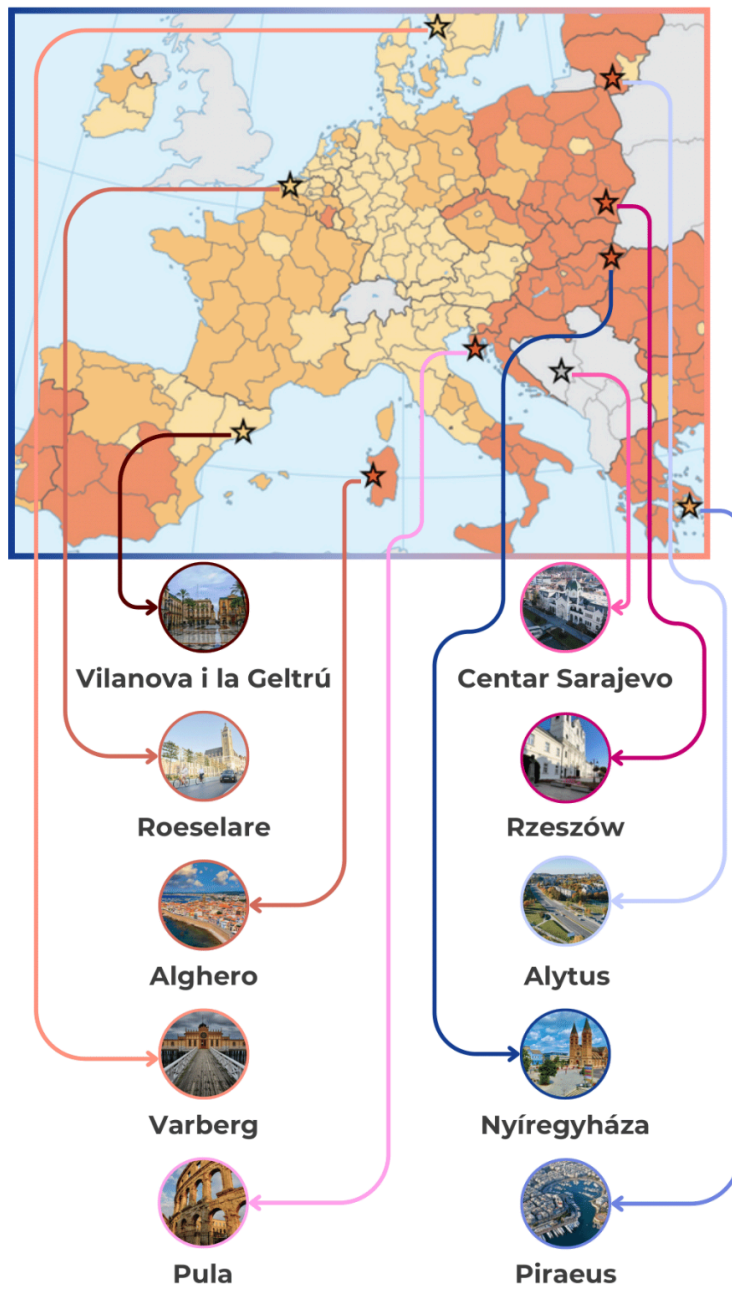
C4TALENT is coordinated by Nyíregyháza (Hungary) as Lead Partner.

The partner cities are: Alghero (Italy) • Alytus (Lithuania) • Centar Sarajevo (Bosnia and Herzegovina) • Nyíregyháza (Hungary) • Piraeus (Greece) • Pula (Croatia) • Roeselare (Belgium) • Rzeszów (Poland) • Varberg (Sweden) • Vilanova i la Geltrú (Spain).

Together they represent a diverse mix of local contexts – from Northern to Southern Europe, EU Member States and IPA countries – but all share similar demographic and economic pressures linked to youth outmigration and limited local opportunities.



## C4TALENT MAP



**The thematic focus** C4TALENT addresses talent attraction and retention as its overarching theme, with a specific focus on entrepreneurship and startup ecosystem development as one of the main levers to make smaller cities more attractive for talent.

The network has explored three closely interlinked policy areas:

Entrepreneurial ecosystems – how cities can create favourable conditions for starting and growing local businesses;

Talent attraction and retention – how they can better understand and respond to the factors that influence people's decision to stay, return, or move;

Place branding for talent – how cities can communicate their authentic identity and strengths to attract residents, investors, and professionals.

Rather than treating these topics in isolation, C4TALENT connects them into one integrated approach: a vibrant startup environment supports local talent to thrive; an attractive, inclusive city encourages people to stay; and a strong, authentic place identity provides a strong strategic framework for local development and communication efforts.

**The URBACT approach** URBACT is the European Territorial Cooperation Programme that helps cities work together and develop integrated, sustainable solutions to urban challenges. It is built on the understanding that cities are on the front line of Europe's most pressing issues – from climate change and demographic shifts to digital transformation – but also hold the key to many opportunities through their diversity, creativity, and innovation potential.

URBACT promotes integrated development by supporting cities to connect policies across sectors and governance levels. This means ensuring horizontal integration – tackling economic, social, and environmental dimensions together – and vertical integration, through collaboration between local, regional, national, and EU actors.

At the same time, URBACT encourages cities to rethink traditional governance models and move towards more inclusive and participatory planning. Its action-oriented, co-creation approach builds ownership by involving stakeholders directly in defining problems, shaping solutions, and implementing change. Each partner city in C4TALENT has set up a URBACT Local Group (ULG) bringing together local government, businesses, education institutions, NGOs, and citizens to co-design their Integrated Action Plan.

Finally, transnational exchange and peer learning are central to the URBACT method. By sharing experiences and learning from other European cities, partners can adapt good practices to their own context and build stronger, more resilient local solutions.

Through this process, URBACT helps cities move from ideas to action — creating locally grounded strategies that are integrated, participatory, and ready for implementation.

city of Alghero, represented by Fondazione Alghero - affiliated organisation of the

### ***1.3.Focus of the document***

The city of Alghero, represented by Fondazione Alghero - affiliated organisation of the Municipality of Alghero - and supported by Avanzi - independent company that promotes sustainability through social innovation -, aims to tackle the issue of talent flight from the region, which currently faces a lack of overall attractiveness, especially in terms of professional and social opportunities.

This action plan outlines key themes and strategies emerged from discussions on local resources, challenges, and collaborative planning within the C4TALENT Urbact Local Group.

The Urbact Local Group envisions Alghero as an accessible, inclusive, and dynamic city, where individuals feel fulfilled both professionally and socially. Their goal is to contribute to the creation of opportunities, spaces and tools in order to foster a sustainable, welcoming, and functional city year-round. This vision includes the development of spaces for living, gathering, and building social connections, alongside opportunities for individuals to express themselves, develop their entrepreneurial skills, and nurture their families.

Alghero recognizes that retaining its population and attracting new talents requires addressing multiple layers of urban development. This integrated action plan seeks to identify and activate new spaces - whether for socialising, entertaining, training, or working - that can energise the city and provide the necessary conditions for people to thrive. The final aim is to create opportunities to unlock the city's full potential and foster a vibrant, dynamic community where talents can flourish.

## 1.4. City context

### LOCATION AND TERRITORIAL CONTEXT

Alghero is the 5th largest city by inhabitants of Sardinia Region. It is a coastal municipality in the NW of the island, with a strong touristic vocation – it is one of the main destinations on the island and connected to the Italian mainland by the airport of Alghero-Fertilia.

The total area of Sardinia is approximately 24.090 square kilometres, it is the second largest island in the Mediterranean, after Sicily, and the third largest Italian region, nevertheless is the one with the lowest

population density rate. The province of Sassari, in the north of the island consists of 90 districts, Alghero included.



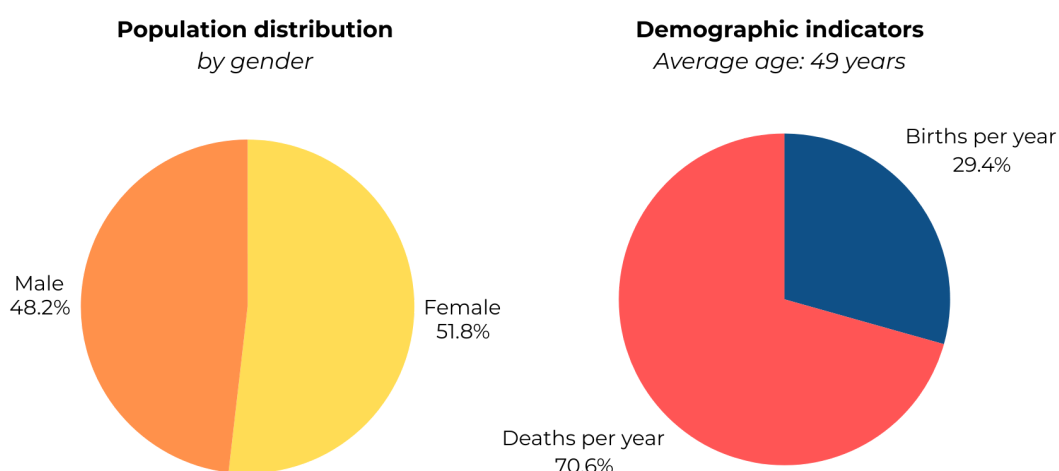
### Baseline data

- Size (km) - **225.4 km**
- Climate - **Mediterranean mild**
- Air quality - **Good air quality**
- Population density (Inhabitants/sqm) - **188.2**

**DEMOGRAPHY** From the population balance data for year 2022 the following evidence emerges that the female population is larger than the male population, deaths are higher than births, therefore this leads to a negative natural growth rate, with a higher average age year by year. As regards the issue of age groups, the number of elderly seems to be increasing, other age groups show a continuous decrease by a few percent or sometimes stagnate for a year.

## POPULATION - KEY FIGURES

TOTAL INHABITANTS: 42.458



Brain drain poses a significant challenge to Alghero, as the outflow of young professionals and skilled individuals weakens the local economy, accelerates demographic aging, and limits cultural and social innovation. Addressing this issue is vital to ensure the city's long-term sustainability and its ability to thrive in a competitive, interconnected world.

**ECONOMY** The latest available data, related to the 2023 financial statements, show Sardinia's entrepreneurial ecosystem experienced significant growth, with increased revenues across all provinces, driven by factors such as the rising influence of the oil industry and high inflation. The province of Sassari saw a rise of active businesses, while the Metropolitan City of Cagliari remained the island's economic hub, contributing 67% of total turnover, largely due to the Sarroch refineries.

**45.994** is the number of active enterprises in the territory of Sassari, the province in north Sardinia Alghero belongs to. Moving towards the North West of this area the active enterprises are **27.513**, among 66 municipalities, 58% of the province total (north-east 20.149 - 26 municipalities 42% of the province total). The trend is as follows:

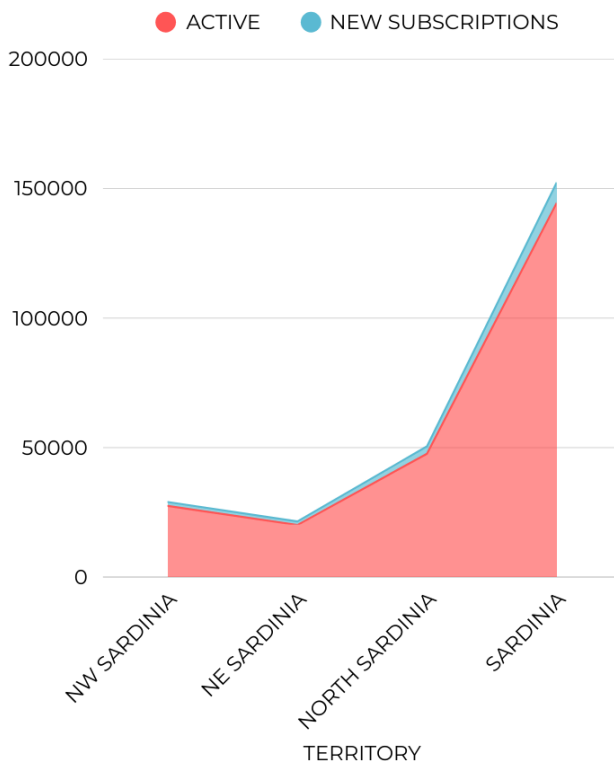
Moving from the provincial trend to that of the Alghero area, the relevant data recorded up to the year 2023 are as follows:

### - **Business growth rate year 2023 - 1,43%**

Alghero is in 25th place in the municipal ranking by annual growth rate, ahead of the provincial capital - Sassari -, but the figures are down compared to previous years. Moreover, the total growth rate for the North-West Sardinia area is 0.86%, compared to 2.33% for the North-East.



### Number of active enterprises and new subscriptions



The most important economic sector in Alghero is surely the **tertiary** one divided in:

- **Trade, food and accommodation business;**
- **Services category,** including the economic activities for **households, businesses, tourism and culture.**

The provisional data released by Istat - National Statistical Institute 2021 -, indicates Sardinia as the region in Italy with the most pronounced growth in presences in accommodation facilities, and Alghero mirrors this tendency. In addition, within the primary sector and relevant for the territory, noteworthy are the following sections:

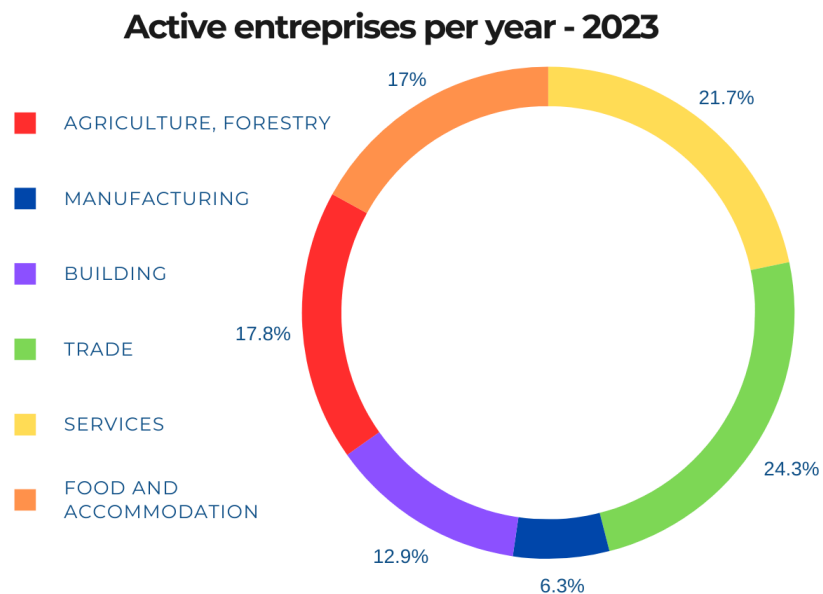
- **Agriculture, forestry and fishing;**
- **Building and manufacturing.** A closer look at the situation of active enterprises in northern Sardinia reveals other relevant data in 2023, such as:
  - 0.7% growth in female enterprises;
  - a decrease of - 4.9% in youth enterprises;
  - a 4.3% increase in foreign enterprises;

The trend of active enterprises in the territory of Alghero for the various sectors listed above seems to follow the provincial trend, i.e. between 2022 and 2023 there is a growth in activities in the **primary sector of fishing and agriculture** (1.0%), as well as in the **manufacturing sector** (2.9%). On the other hand, there is a stagnation in the building sector (0.0%) and a decrease in the trade segment (-3,8%). Services and Food and accommodation business remain steady (2,6%- 2,4%).

**Current ecosystem of companies and start-ups:** At the moment, Alghero is not home to any large company. However, there are a number of small and medium-sized enterprises that were founded here or that have chosen

Alghero as a landing place, particularly in the agrifood and wine sectors (such as the historical winery Sella&Mosca, one of the largest and oldest wine producers in Sardinia, with historical headquarters in Alghero).

In recent years, nationally relevant companies have chosen to invest in Alghero with the aim of developing projects in various sectors, focusing on innovation and sustainability. A few examples, which stand out in particular for their youth-oriented entrepreneurial approach:



- industrial and construction sector: Nobento, a company producing energy-efficient window frames, based in Alghero, which focuses on innovation and sustainability, becoming a significant player in the construction sector at national level;
- fashion and retail sector: Calzedonia Group, which has offered to develop the potential of the fashion and design brand of Alghero-based fashion designer Antonio Marras, by the acquisition of the brand and the relocation of the designer's laboratories in the centre of Alghero.

## EDUCATION AND TRAINING

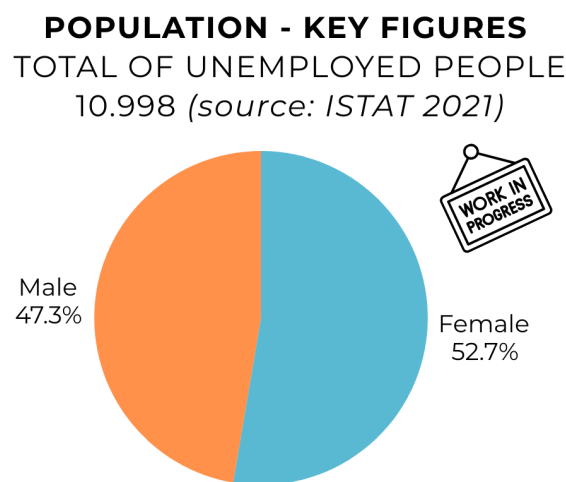
The education and training system in Alghero includes all levels, from primary to higher education. It has three comprehensive institutes for primary and lower secondary education, and three upper secondary schools:

1. Istituto d'Istruzione Superiore E. Fermi: Offers scientific, humanities, and artistic tracks.
2. Technical Institute: Features programs in finance, marketing, construction, tourism, electronics, and sports-focused administration.
3. Hospitality Institute: Specializes in gastronomy, hospitality, maintenance, and technical assistance.

For higher education, the University of Sassari's Department of Architecture, Urban Planning, and Design, located in Alghero, ranks highly in Italy for teaching quality and admits around 100 students annually. Nearby in Sassari, there is the University of Sassari, offering diverse academic programs, and an Academy of Fine Arts for applied arts.

Additionally, Alghero supports lifelong learning through a University for the Third Age and regional training agencies providing professional courses.

**EMPLOYMENT** According to ISTAT in 2021 the total of unemployed people was 10.998, respectively:



Alghero's employment landscape is heavily influenced by seasonality. The city thrives during the summer tourist season but experiences a significant slowdown in winter, leading to reduced vibrancy and limited opportunities for year-round business growth. Additionally, Alghero's economy is not driven by large corporations but by industries tied to agriculture, such as winemaking and olive oil production, alongside a growing manufacturing sector focused on doors and windows. Young entrepreneurs and young small and medium-sized enterprises are present and active throughout the territory, even though there is not cohesiveness among them, therefore the young and newly born start-ups and enterprises are not part of a structured business fabric.

**URBAN FABRIC** Alghero's urban fabric is characterised by a spread of cultural and recreational attractions, extending from its historic town centre to the coastal areas within the Porto Conte Natural Park. These attractions

include museums, natural and historical sites that serve both locals and visitors. However, most of the city's cultural infrastructure - such as libraries and the media library - is concentrated in the old town, leaving peripheral areas underserved. This imbalance in cultural and social services limits access for residents living outside the city centre and fails to meet the broader needs of the population.

Alghero provides recreational opportunities through municipal sports facilities in the Maria Pia area, which are open to the public.

**PUBLIC TRANSPORTS** Alghero is served by five bus lines - four urban (AF, AC, AP, LV) and one suburban (ALFA to the airport) - but despite affordable tickets, irregular service leads most people to prefer walking or using private transportation.

Alghero is committed to a responsible energy transition, promoting the adoption of renewable energy sources and reducing greenhouse gas emissions to mitigate climate change and ensure a sustainable future. The city seeks to actively involve the local community in decision-making processes, ensuring the transition respects the territory's identity and resources. Achieving these goals requires establishing environmental standards for productive activities and balancing energy development with the preservation of Alghero's landscape and cultural heritage.

### ***1.5.Key policies and strategies***

This chapter outlines the key policies and strategies aimed at addressing Alghero's economic, demographic, and cultural challenges by aligning local initiatives with regional development frameworks to foster innovation, social cohesion, and sustainable growth.

- **Economic Decline:** The loss of talent reduces innovation capacity, deprives local industries of essential skills, and leads to stagnation or gradual economic decline in key sectors.
- **Demographic Imbalance:** The outflow of young professionals and families exacerbates population aging, threatening the sustainability of schools, local services, and community vitality.
- **Cultural Stagnation:** A lack of diverse perspectives and new ideas can limit cultural growth, making Alghero less appealing and less dynamic for current and future residents.
- **Underutilized Infrastructure:** As the population declines, housing, public spaces, and infrastructure become increasingly underused, straining the local economy and creating inefficiencies.

Regional initiatives and policies are key drivers of local development. Fondazione Alghero, the City Municipality and the Sardinia Region policies align to foster cultural, social, and economic growth. The synergy between local actions and broader regional frameworks is crucial for addressing

challenges such as social cohesion, innovation, and sustainable development. By integrating regional goals with local initiatives, Alghero can leverage the wider context to enhance its cultural heritage, improve services, and create new opportunities for the community.



Title of the Strategy / Policy Document	Summary description	Relevance to the focus area of the IAP (if any)
<a href="#">Fondazione Alghero - Annual Report 2023</a>	<p>It coordinates planning and design activities in collaboration with municipal offices, cultural and tourism stakeholders, and the University of Sassari. It also engages with the local community to tailor its offerings based on city demand and opportunities.</p>	<p>Fondazione Alghero annual report aligns with the IAP by focusing on collaboration and community engagement to enhance Alghero's socio-economic growth and attractiveness: by improving cultural, economic, and tourism dynamics and by fostering collaboration with Universities and other educational institutions, aligning local development with educational and professional opportunities.</p>
<a href="#">City Council Guidelines 2024</a>	<p>This document prioritises - among other things - community participation, affordable housing and support for youth and start-ups. Key goals include expanding housing options, promoting innovation and entrepreneurship, and fostering economic growth to retain young talent and create a more inclusive city.</p>	<p>The City Council Guidelines 2024 aligns IAP by prioritising affordable housing and support for youth and start-ups. Both initiatives aim to combat talent flight and foster innovation, creating a more inclusive and economically vibrant city.</p>
<a href="#">Sardinia 2030 - The Region of Sardinia's strategy for sustainable development</a>	<p>Sardinia 2030 is the region's sustainable development strategy, focusing on five key themes: innovation, environmental sustainability, connectivity, social and</p>	<p>The Sardinia 2030 strategy aligns with the IAP by emphasising sustainable development, innovation, and community engagement, in order to make the island more welcoming for its citizens and visitors.</p>

	<p>cultural growth, and community well-being.</p> <p>It aims to drive economic and social progress while fostering collaboration among local institutions, businesses, and civil society.</p>	<p>The Sardinia 2030 strategy aligns with the IAP by prioritizing sustainable development through initiatives that promote renewable energy, green infrastructure, and resource efficiency. It emphasizes innovation by supporting research, technology, and entrepreneurship to stimulate economic growth. Community engagement is central, fostering collaboration among local institutions, businesses, and civil society to address social and cultural needs. These efforts aim to enhance the island's quality of life, creating a more inclusive and attractive environment for both residents and visitors.</p>
<a href="#">Support for innovative start-ups (Smart &amp; Start Italy)</a>	<p>Smart&amp;Start Italia supports small innovative startups with business plans ranging from €100,000 to €1.5 million that focus on technological and innovative projects. The incentives cover investments, services, personnel, and working capital. It is also open to individuals and foreign companies establishing a base in Italy. PNRR funds, including €10 million dedicated to female-led startups, finance projects to be completed within 24 months.</p>	<p>Smart&amp;Start Italia as both aim to foster innovation, attract talent, and support entrepreneurship, its funding for startups, especially in technology and digital sectors, complements C4Talent's goal on a local level. Furthermore its focus on female entrepreneurship and collaboration with research centers further supports the program's inclusivity and ecosystem-building efforts.</p>
<a href="#">Erasmus +</a>	<p>Erasmus+ is the European Union program for education, training, youth,</p>	<p>Erasmus+ is relevant as it supports international mobility and vocational training, aligning with</p>

	<p>and sports, promoting mobility and cultural exchange. For students and apprentices in vocational training, it offers opportunities for study, internships, and work in other European countries, enhancing technical, language, and intercultural skills. The program supports personal and professional growth, preparing participants for the labor market while fostering inclusivity and empathy.</p>	<p>C4Talent's goal of attracting and retaining skilled talent. By offering opportunities for students and apprentices to gain experience abroad, Erasmus+ can help develop a highly qualified local workforce that brings global perspectives back to Alghero. Additionally, on the other way round, Sardinia and Alghero can offer the same opportunity to foreign talents, attracting them here and fostering inclusivity and diversity.</p>
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## ***1.6.Summary of interventions in the policy area so far***

Alghero is enhancing its cultural, social, and economic landscape through various initiatives aimed at improving quality of life and fostering local development. Below are active projects and services promoted at a local and regional level.

**CREATIVE AND CULTURAL INNOVATION** These projects include promoting contemporary art, gamifying tourism, regenerating urban spaces, and supporting local businesses. Together, they reflect a strong commitment to community engagement and sustainable development.

- **Atelier#3** focuses on improving the quality of life and local development by producing and selling artistic merchandise that tell the city's story. Thanks to this project, several local creatives have been engaged to create objects and/or works dedicated to the city. At the same time, they have been given the opportunity to promote their names and their work/art through the official bookshop of the Foundation.
- **Play Alghero** uses gamification to transform cultural site visits into engaging experiences, developing ten games - five physical and five digital - through the European project MED GAIMS, which encourages local participation and professional development. The project allocated funding for five creative game ideas, providing young creatives in the field with an essential initial investment. In some cases, this support has led to the establishment of startups and/or the launch of individual businesses in the sector.
- **Patrimonio Connesso**, funded by the Ministry of Culture Fund, aims to redevelop the museums, offering virtual tours and interactive educational activities for all ages to make cultural heritage more accessible. Thanks to the project funds, the foundation is actively engaging local and regional organizations involved in museum education. This initiative promotes the alternative use of spaces and encourages the circulation and awareness of Alghero cultural heritage.
- **Atelier# - Nuove Narrazioni Contemporanee** is dedicated to promoting Alghero through contemporary art, providing a dynamic space for young artists and fostering urban regeneration, collaboration, and dialogue. Among the promoted initiatives, artist residencies with a specific financial support to candidates to live in Alghero for 10-15 days. Residencies serve as a platform for dialogue between the city, the community and artists from various creative backgrounds. These artists are invited to offer their own contemporary reinterpretation of Alghero's cultural heritage.

**SUPPORTING STARTUPS AND ENTREPRENEURSHIP** The Alghero area benefits from a range of initiatives to support start-ups and enterprises, also complemented by the activities of the Alghero Employment Centre, which facilitates the matching of labour supply and demand:

- **Mediterraneu - Making MediterranEU a best practice of Social Innovation in the Mediterranean area:** Fondazione is partner, since 2021, of this initiative run by Rumundu APS, a network based in Sardinia which offers international training and consultancy services in start-up development and circular economy. MediterranEU project is structured around two main actions: the first, focused on the local area, involves 30 young Sardinians aged 16 to 19, who, over the course of three months, work on designing entrepreneurial activities with a high level of sustainability, starting from an analysis of the territory's needs. The second action consists of a one-week program for twelve young people from the World House of Rondine, coming from various conflict-ridden countries. This is an intensive, immersive experience that combines workshops and lessons aimed at creating innovative development projects capable of reducing armed conflicts around the world.
- **Enterprise Help Desk - BUSINESS SERVICES ASPAL:** Operated by ASPAL - regional agency for Job, this service provides basic consultancy and matches job supply and demand through specialised operators. It aims to enhance economic development, create employment opportunities and retain businesses within the ASPAL network.
- **Local branch of Confcommercio - trade association:** serves as a key point of reference for businesses in the Commerce, Tourism, Services, Professions, and Transport sectors within the area. These businesses can benefit from a wide range of services, including access to credit, training programs, and the many professional and commercial advantages offered by the Confcommercio network.
- **Third Mission and Territory Office - University of Sassari:** is the connecting structure between the scientific research of the University of Sassari and the territory, particularly the business world, to stimulate and manage third mission processes. It deals with: *technological scouting, valorization of research products, business incubation, communication and help desk, networking events, training and orientation, business plan competition, relations with businesses and the territory*
- **PORTO CONTE RICERCHE** (<https://www.portocontericerche.it/en/companies>), one of the most important innovation centres which is specialised in biotechnology,



IT, agrifood and environmental technologies, a hub for start-ups and advanced research projects.

## **URBAN REVITALIZATION AND SUSTAINABLE DEVELOPMENT**

**Spaces renovation** - Several building redevelopments are enhancing public spaces and driving urban revitalization. Key projects include:

- *Lo Quarter Historical Complex*: a former convent now a multifunctional cultural centre hosting events and exhibitions;
- *Former Cotton Mill*: undergoing rehabilitation for cultural and social purposes;
- *Former Carabinieri Barracks*: being redeveloped for social and cultural activities linked to local associations.

**TALENT RETENTION AND COMMUNITY ENGAGEMENT** In the realm of cultural and social innovation, several initiatives are emerging to revitalise community spaces, especially in small villages, aiming to combat rural depopulation by attracting talent and opportunities. Notable examples in the wider territory include:

- **LANDWORKS - LW** (<https://www.landworks.site/>), that promotes regeneration through culture and creativity;
- **ABSENTIA** (<https://exploreabsentia.eu/>), that explores themes of absence and presence, aiming to create educational opportunities and address challenges of isolation.
- **Nodi- Itaca** - At the regional level, there is an important network of associations and informal organizations (<https://nodi-itaca.com/>) focused on talent and the need to connect the human and social capital of Sardinia. This effort aims to create an international and intergenerational community that can benefit from the sharing and active participation of many Sardinians around the world, those who have returned or never left the island, and individuals from other regions of Italy and abroad who have chosen, even temporarily, to make Sardinia their new home. NODI aims to foster the emergence of a community and an ecosystem that enhance the knowledge and skills of its members to promote connections, continuous learning, and engagement.

**PUBLIC PARTICIPATION AND DEBATE** In addition to these initiatives, Alghero is home to several grassroots organisations that work tirelessly to address some of the community's most pressing challenges. These structured realities are creating spaces for public participation and open debate, giving voice to local concerns and fostering active civic engagement. Through their efforts, they are helping to shape a more

inclusive and responsive future for Alghero, ensuring that the community's needs and aspirations are heard and addressed.

These efforts aim to create a dynamic, interconnected ecosystem that is able to retain talent by offering professional, creative and personal growth opportunities, on different levels:

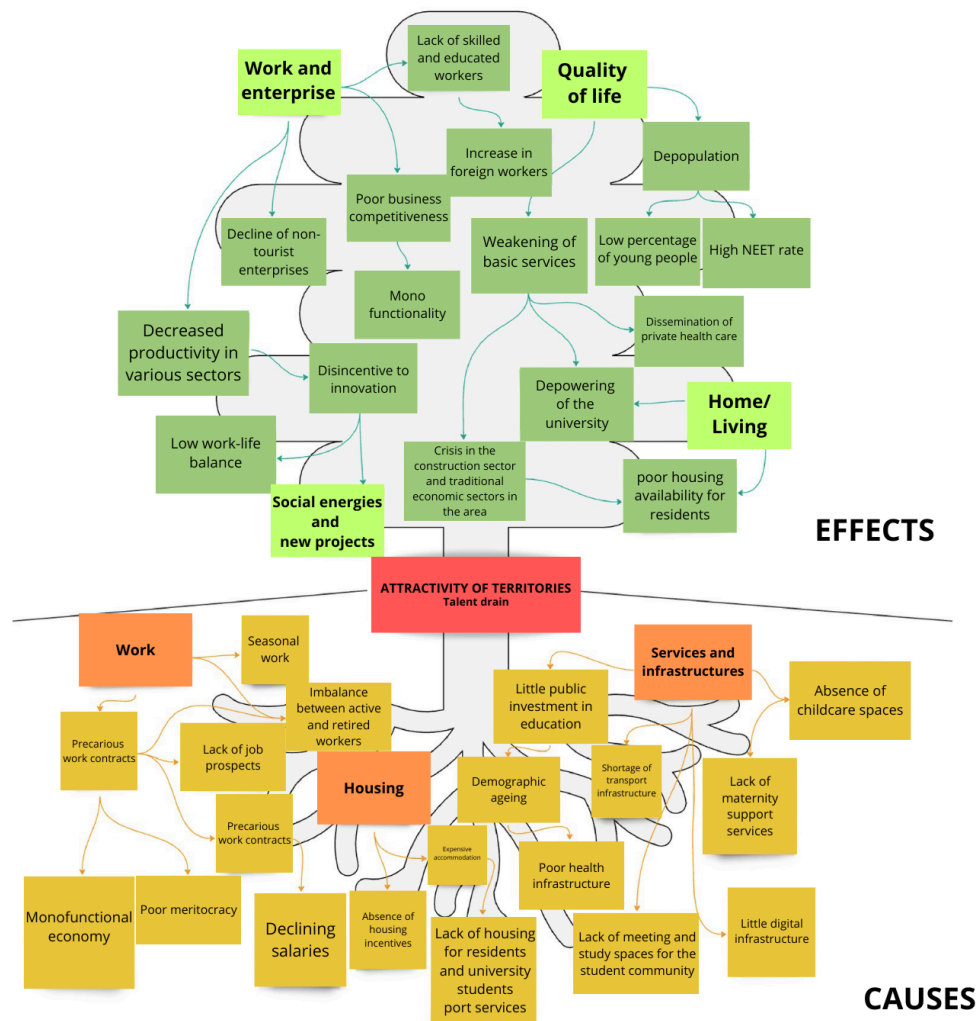
- **Cultural and Creative Engagement:** Projects like *Atelier#3*, *Play Alghero*, and *Patrimonio Connesso* support local creatives, providing visibility and economic opportunities, making Alghero a hub for artists and innovators.
- **Support for Startups and Entrepreneurship:** Programs like *Mediterraneu*, *Enterprise Help Desk*, and *Porto Conte Ricerche* offer funding, mentorship, and resources for new businesses, fostering economic growth and keeping young entrepreneurs in the city.
- **Urban Revitalization and Public Space Development:** Redevelopment projects such as Lo Quarter and the Former Cotton Mill create attractive spaces for professional and cultural activities, enhancing livability and appeal to residents and talent.
- **Community and Network Building:** Initiatives like *Nodi-Itaca* and *LANDWORKS* strengthen local networks, connecting Sardinians worldwide and attracting diverse talent, while promoting collaboration and innovation.
- **Inclusive Growth and Participation:** Grassroots organizations foster public participation and local engagement, making Alghero a place where people feel connected and valued, encouraging talent retention.
- **Educational Opportunities and Professional Development:** Programs like *Play Alghero* and the *University of Sassari's Third Mission Office* provide opportunities for learning and career growth, building a strong talent pipeline.

## 2. INTERVENTION LOGIC AND INTEGRATED APPROACH

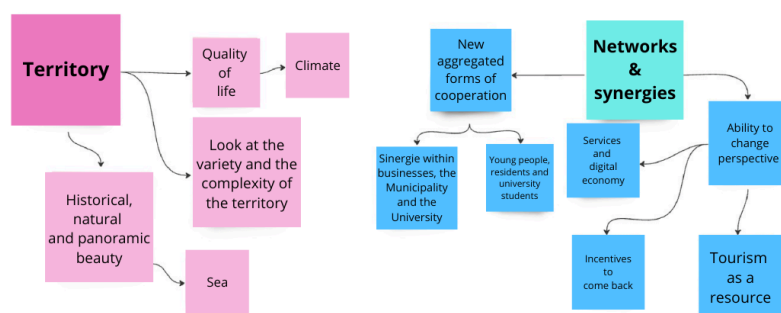
### **2.1. Summary of key problems / challenges**

The ULG within the context of Alghero brought out the city's problems and challenges through the “problem tree” tool.

Through this design tool, causes and effects of talent drain have been examined, clustering different types of problems and their consequences and looking for potential resources and actors to engage for.



## What RESOURCES can we recognise/activate?



**Core Problem:** Talent young people leave and don't come back.

Below are the causes of the main problem.

### Point 1 – Unaffordable housing due to tourism driving up rents

Alghero is struggling to provide adequate housing due to the pressure of **overtourism** and seasonal demand, which drives up rents and makes

long-term housing less accessible. This situation affects residents, young people, families, and university students, forcing many to leave the city or settle in smaller nearby towns.

The **housing market is unaffordable**, with **high rental and purchase costs** limiting access to stable housing. Overtourism, combined with a **lack of regulation and bureaucratic hurdles**, is the main cause of this crisis. The shortage of long-term rentals also impacts the **local labor market** (see point 3), as it discourages skilled workers from settling in Alghero.

#### Challenge:

There is a mismatch between housing supply and demand, worsened by bureaucratic barriers that make long-term rentals difficult to secure.

### **Point 2 – Services and spaces**

Alghero lacks **adequate public spaces** for social interaction, cultural engagement, and professional development. This shortage contributes to **social isolation, school dropout rates, and limited access to non-formal education and skill-building opportunities**. The lack of meeting places prevents the community from fully expressing its potential.

This issue is **further exacerbated by insufficient essential services**, including **public transport, childcare, and family support facilities**, making it harder for residents to balance work and personal life.

#### Challenge:

The lack of a clear intervention strategy leaves many abandoned or underused spaces untapped, preventing them from serving the community's needs.

### **Point 3 – Entrepreneurial system and local economy**

Alghero's business growth rate in 2023 was - 1.43%, reflecting a stagnant labor market. The economy is heavily reliant on seasonal tourism, while digital infrastructure is lacking, and the supply of skilled labor is low. These conditions limit opportunities for economic diversification and put non-tourism businesses at a disadvantage, weakening the local economy.

Without a dynamic entrepreneurial ecosystem, businesses outside the tourism sector struggle to thrive, leading to economic stagnation and a decline in local industries.

#### Challenge:

The city lacks an entrepreneurial mindset and business culture and needs to foster an environment where entrepreneurship can develop, grow, and succeed.

### **Point 4 - Education and training**

Alghero's education system provides a solid foundation in areas like tourism, hospitality, and technical skills, which align with local economic sectors. However, it lacks a clear focus on fostering entrepreneurship or building an innovation ecosystem. While some programs indirectly support entrepreneurial activity, such as business and technical training, there is no explicit emphasis on entrepreneurial mindsets, startup incubation, or partnerships with local businesses. Strengthening these aspects would better prepare students to play an active role within a thriving entrepreneurial economy.

There is not enough training in the field within traditional schooling paths and no vocational training poles in the territory. This factor does not allow for the possibility of experimenting with educational pathways capable of training new professional figures that can strengthen the economic realities of the area.

Traditional schooling paths are not sufficiently oriented to professional development and growth; there are no vocational training poles in Alghero; there is insufficient training on the field for local students.

#### Challenge:

Dialogue and links between education and training institutions (schools and university) and the labour market are fragmented.

In conclusion, while Alghero has a range of valuable initiatives aimed at enhancing cultural heritage, supporting local businesses and fostering creativity, a significant challenge persists: the lack of cohesion and integration among these projects. They often operate independently, which limits their potential for a unified and long-term impact on the community's development. A more coordinated approach could enhance their collective benefits, strengthening the social, cultural, and economic landscape of the city. Although the community is eager to collaborate, the absence of a cohesive strategy hampers the realisation of these efforts.

It is also essential to emphasize that, within the island context, the majority of services and opportunities related to business development and start-ups are predominantly concentrated in the southern part of Sardinia, particularly in the province of Cagliari. This area, in addition to being the regional capital and the seat of the regional government, serves as an important hub for innovation, thanks to the presence of incubators, business accelerators, and a support network that includes universities, research institutions, and other organizations that foster entrepreneurship. This geographical imbalance highlights the need to strengthen access to such resources in more peripheral and underserved areas of the island to promote a more balanced and inclusive economic development.

## **2.2. *Our vision***

The ULG envisions Alghero as a city that attracts, retains, and nurtures talent by offering year-round opportunities for professional and personal growth. The city provides affordable housing, dynamic workspaces, and a supportive environment for innovation and entrepreneurship. Local businesses, cultural institutions, and educational centers actively collaborate to bridge skill gaps and create meaningful career paths. Public spaces are welcoming, inclusive, and well-equipped, fostering social interaction, creativity, and knowledge exchange. Alghero thrives as a vibrant, livable city, where young professionals, creatives, and entrepreneurs choose to stay, contribute, and build their future.

Each of these action areas is advanced through a system of targeted initiatives, engaging a diverse range of stakeholders at different levels and with specific responsibilities. Together, they form an integrated innovation ecosystem, designed to create opportunities, spaces, and tools for a sustainable, welcoming, and inclusive city, a city that provides affordable housing, meaningful job opportunities, tailored training, and spaces for intergenerational engagement and civic participation.

This is our desired future.



# LA NUOVA

Alghero

## C4TALENT - URBACT

The new innovation hub is born:  
a space that gives voice  
to the city's transformation.

**A city reclaiming its place at the heart of the Mediterranean, Alghero reveals its new face after 10 years of transformation, collective effort, and shared aspirations.**



It all began ten years ago with the C4TALENT-Urbact project, promoted by the Alghero Foundation—the first step in guiding the community toward imagining a future that could effectively respond to the city's major transformations. Faced with challenges such as depopulation, housing difficulties and a city that once thrived only during the summer months, the solution emerged through the commitment of a dynamic and forward-thinking social, cultural, and entrepreneurial network that introduced new tools to revitalize and activate the territory. This initiative fostered a strong alliance between public, private, and civic entities, enabling the creation of innovative services for citizens and the development of a metropolitan hub. This marked the beginning of a major transformation — establishing a space that serves as a center for community gathering, training and both economic and cultural growth. Driven by a shared vision, the project focused on repurposing abandoned spaces, transforming them into centers of social, cultural, and entrepreneurial innovation, designed as hubs for experimentation and intergenerational exchange. This effort went hand in hand with initiatives to develop sustainable mobility and create training programs that connect the aspirations of younger generations with local opportunities. Achieving this vision required amplifying the voices and potential of the city's many active forces, consistently engaged in reimagining and reshaping Alghero into a livable, citizen-focused city — one that has successfully created opportunities, spaces for growth, and concrete pathways for training and employment for young people in recent years.

"My difficult past is now just a distant memory, thanks to all the inclusion projects implemented by businesses and institutions."

"I have never seen the city so united, and finally us, young people feel like part of the change."

— President of the Youth Council

"I had the opportunity to go abroad for a year of specialization, but thanks to the initiatives launched by the Metropolitan Hub, I was able to study and train to contribute to the city where I was born."

— Davide, 35 years old

"Alghero, the ideal city for my investments."

— Luca, 55 years old

**"We are committed to creating opportunities, spaces, and tools for a sustainable, welcoming, and inclusive city—one that offers employment, education, and intergenerational exchange."**



### 2.3. Our objectives

The overall objective of the project is increasing the percentage of young people who stay and return to Alghero, thanks to a more attractive territory in relation to housing, working, cultural and social opportunities. The project aims to give back to people the right of living in their city ("D\_ritto a restare").

The needs of young people who have left or are leaving Alghero represent the starting point for a strategy based on multiple areas intervention: housing, social, cultural, economic system (especially the agricultural and productive economic system).

To realize its vision of a city that attracts, retains, and nurtures talent, the project adopts a multi-dimensional strategy based on five key action areas:

- Addressing Housing Challenges - A structured approach to matching housing supply and demand in both the private and public markets, ensuring access to affordable housing for residents, students, young professionals, new families, and seasonal workers.
- Developing a Network of Community Hubs - The repurposing of unused or underutilized buildings into hybrid spaces and urban hubs, providing essential services, fostering collaboration, and creating vibrant spaces for work, social interaction, and cultural exchange.
- Supporting Entrepreneurship and Business Growth - Dedicated programs to support startups and new business ventures, leveraging urban hubs as incubators for professional development, networking, and economic innovation.
- Enhancing Skills and Training Pathways - The co-design of training programs in partnership with local businesses and industries, ensuring hands-on learning, skill development, and direct links between education and job opportunities.

The overall objective is broken down within 4 specific objectives related to the identified challenges (see section 2.1):

**Specific objective 1 – Better access to affordable housing for local young people (10 % of the population under 35)**, facilitating the access to the (rental) housing market through new government and governance tools.

**Specific objective 2 – Development of inclusive community spaces**, creating new gathering spaces, as opportunity of exchange, expression, agency; community hubs. The provision of hybrid aggregation spaces is relevant both to strengthen active participation practices and to empower citizenship in the direct management of shared spaces that can be available to host new projects for and promoted by the territory.

**Specific objective 3 – Enhancing entrepreneurial support**

increasing the number of new youth businesses in the area, enhancing the synergy between public administration and companies in the area, especially through the creation of new forms of collaboration among different economic fields, and between established companies in the area and new economic entities.

This goal responds to the presence of a monofunctional economy, through promoting new projects other than (or in synergy with) tourism, but also creating accessible conditions to young entrepreneurial initiatives. In this perspective, it is crucial to work towards developing a widespread culture of entrepreneurship among the younger generation, as well as among organizations that are currently active or potentially active in entrepreneurship.

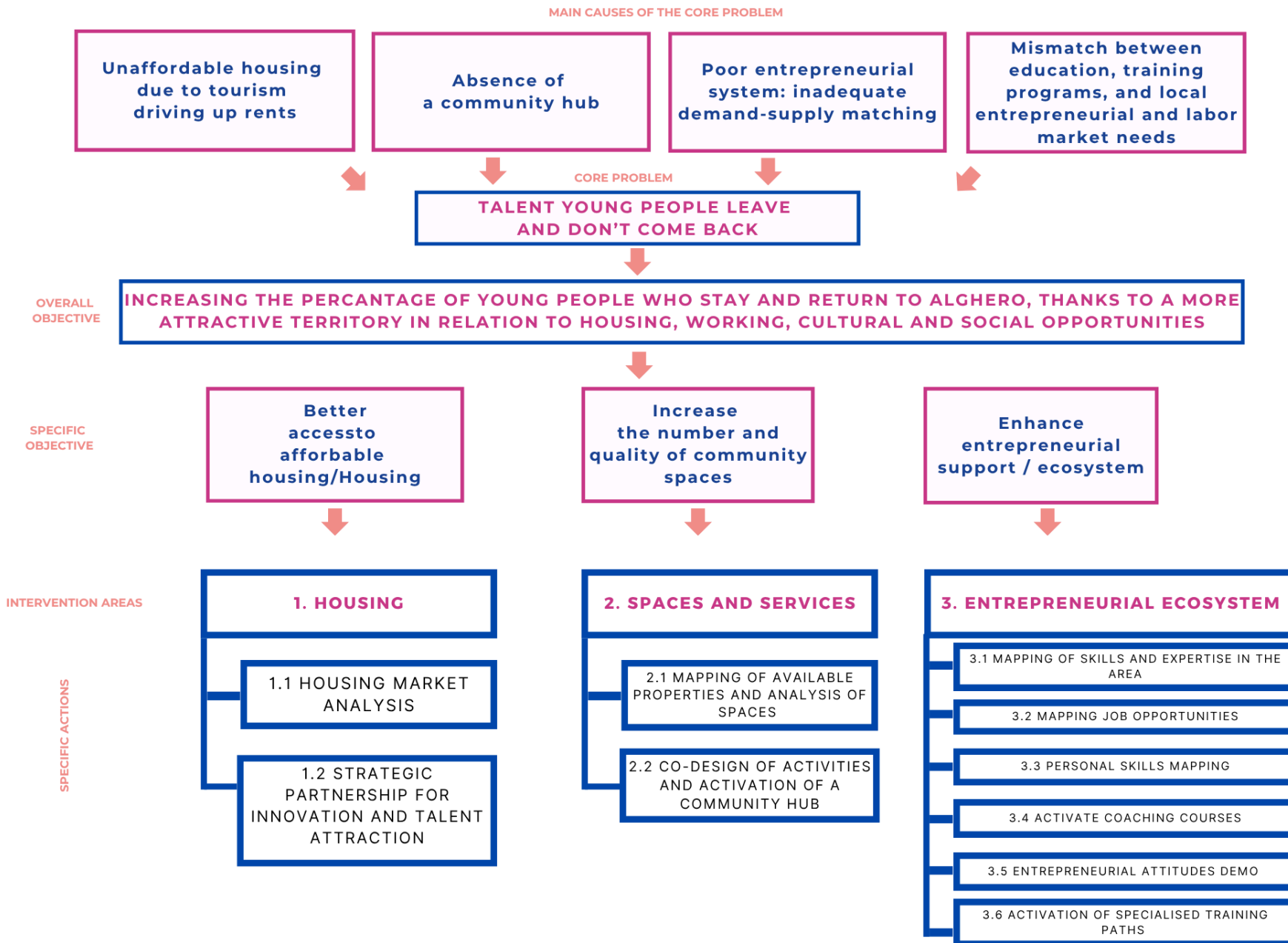
**Specific objective 4 – Strengthening of vocational training:** this objective refers to the strengthening and delivery of training courses connected in a more specific way to the economic system's needs and to the area's resources. It aims to cope with the high rate of NEETs in the area and to offer new opportunities of training to young people, even in relation to specific objective 3. To be appropriate, it is necessary to co-design learning paths with business companies.

## ***2.4. Intervention areas and list of actions***

The roadmap is structured within four main actions related to the described specific objectives. The four 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 intervene in an overall way on the quality of the entire population's life.

Intervention areas and list of actions are summarized below:



Specific objective / intervention area 1		Better access to affordable housing / Housing		
<b>Result indicator:</b> <ul style="list-style-type: none"> <li>- Increase in the number of affordable housing units available</li> <li>- Number of policies or incentives introduced to support affordable housing</li> <li>- Reduction in average rental prices or housing costs</li> <li>- Increase in young professionals and families securing housing in Alghero</li> </ul>		Definition	Baseline value (Year 2025)	Target value (Year 2030)
		To address demographic decline and housing challenges, the Municipality of Alghero is implementing two key pilot actions focused on housing market analysis and strategic partnerships for innovation. These initiatives aim to improve access to housing market information, facilitating the attraction and retention of young talent and, ultimately, fostering economic sustainability. Both actions complement each other, as improving housing accessibility and fostering an innovation-driven economy are key to reversing brain drain and making Alghero a more competitive and sustainable city.	33% of families spend more than 30% of their monthly income on rent or mortgage payments." (Percentage calculated among those living in rented accommodation or owning a home with a mortgage.)	Reduce the share of families by 2030
Action	Output	Intended outcome	Responsible organisation	Timescale
1.1 Housing market analysis	Comprehensive report on the housing market in Alghero, including data on supply,	Better access to housing market information and definition of the	Municipality of Alghero	From December 2024 on

	demand, rental trends, affordability, and policy recommendations.	supply/demand balance		
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

Specific objective / intervention area 2	Increase the number and quality of community spaces		
Result indicator:	Definition	Baseline value (Year 2025)	Target value (Year 2025-2030)
<ul style="list-style-type: none"> <li>- Number of new or revitalized community spaces accessible to the public</li> <li>- Increase in community engagement and participation in activities held in these spaces</li> <li>- Number of partnerships or collaborations formed for the management and activation of these spaces</li> </ul>	As part of its broader strategy to create a more inclusive and dynamic city, the Municipality of Alghero and Fondazione Alghero are implementing two key pilot actions aimed at enhancing access to community spaces and fostering social engagement. These initiatives focus on repurposing underutilized properties and activating a	Baseline to be established through initial mapping in 2025-2026; currently 2 spaces can be potentially recognized as community hubs (e.g. the former	Increase to at least one big active community space as well as the activation of atelier 4 and 5 as mini hubs

<ul style="list-style-type: none"> <li>- Diversity of activities and services offered within the spaces</li> </ul>		community hub to provide residents with opportunities for cultural, social, and economic participation. By revitalizing neglected spaces and promoting community-driven initiatives, these actions contribute to the broader vision of making Alghero a more inclusive, participatory, and culturally vibrant city. They also strengthen the local social infrastructure, creating long-term opportunities for creative expression, skills development, and intergenerational exchange.	Carabinieri barracks and the former cotton-mill, now under refurbishment)  Collaborative agreements between the municipality and local actors for the shared management of public spaces.	
Action	Output	Intended outcome	Responsible organisation	Timescale
2.1 Mapping of Available Properties and Analysis of Spaces	Inventory report of available properties and underutilized spaces in Alghero	<ul style="list-style-type: none"> <li>- A snapshot of the unused real estate situation to be made available to public and private entities</li> <li>- Easier access to affordable community spaces for different groups of the local</li> </ul>	Fondazione Alghero	To be determined with the municipality



		community, to develop activities for local entertainment, crafts, and culture.		
2.2 Co-design of activities and activation of a mini community hub	Operational community hub with a co-designed activity plan, developed in collaboration with local stakeholders and actively hosting programs for social, cultural, and entrepreneurial initiatives.	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)

Specific objective / intervention area 3	Enhance entrepreneurial support / Entrepreneurial ecosystem			
Result indicator:	Definition	Baseline value (Year 2025)	Target value (Year 2026)	
<ul style="list-style-type: none"> <li>- Increase in the number of new businesses and startups registered in Alghero (tracked through the Chamber of Commerce)</li> <li>- Percentage of local businesses accessing</li> </ul>	This intervention lays the groundwork for strengthening Alghero's entrepreneurial ecosystem through a multilevel, multi-stakeholder strategy. It focuses on mapping key elements	<ul style="list-style-type: none"> <li>- Limited structured support for entrepreneurs hip in Alghero;</li> <li>- No formal co-design or</li> </ul>	<ul style="list-style-type: none"> <li>- Activation of a local entrepreneurial network with at least 10 active participants</li> </ul>	

<p>funding or incentives for growth and innovation</p> <ul style="list-style-type: none"><li>- Number of partnerships between local businesses, universities, and research centers to foster innovation</li><li>- Improved perception of Alghero as a business-friendly city (measured through surveys with entrepreneurs and investors)</li><li>- Number of partnerships between training institutions and local businesses to align education with labor market needs</li><li>- Increase in the number of vocational training programs available in Alghero</li><li>- Increase in funding allocated to vocational education initiatives (public or private investment)</li></ul>	<p>of the local economy to identify gaps, enhance business development opportunities, and foster targeted support for new enterprises. A key component of this effort is the activation of specialized training paths. These training initiatives will engage agencies and schools to equip individuals with relevant skills, bridging the gap between education and workforce needs while promoting sustainable economic growth. Various sector will be involved, including the agricultural one, addressing the lack of dedicated educational programs following the closure of the agricultural college.</p>		<p>networking initiatives among startups, local businesses, and young professionals.</p>	<p>(entrepreneurs, youth, professionals);</p> <ul style="list-style-type: none"><li>- N. 3 new pilot initiatives per year co-designed with local stakeholders.</li></ul>
Action	Output	Intended outcome	Responsible organisation	Timescale

3.1 Mapping of skills and expertise in the area	Comprehensive skills and expertise mapping report, identifying key professional competencies, labor market gaps, and opportunities for local workforce development	<ul style="list-style-type: none"> <li>- Greater awareness of labour market demand and supply, and of local resources</li> <li>- Improved matching of labour market demand and supply</li> </ul>	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	Report on personal skills mapping, identifying key competencies, skill gaps, and potential areas for professional development among 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	Coaching Young People	Fondazione Alghero	<ul style="list-style-type: none"> <li>- 2026 - test event and test year</li> </ul>

	growth, and entrepreneurial empowerment			- 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"> <li>- 2026 - test event and test year</li> <li>- 2027 - 3 events per year</li> </ul>
3.6 Activation of specialized training paths related to the agricultural sector	Implementation of specialized training programs in the agricultural sector	Increase of young talent in approaching agricultural work through specialized training paths that strengthen city-country connection	Fondazione Alghero	<ul style="list-style-type: none"> <li>- 2026 - test event and test year</li> <li>- 2027 - 3 events per year</li> </ul>

### 3. ACTIVITY PLAN

#### 3.1. Intervention Area 1 - Housing

Action Title	1.1 Housing Market Analysis	Action Owner	Municipality of Alghero
Description	Stakeholders	Links to objectives:	SO1 - Better access to affordable housing / Housing
<p>The first action aims to improve access to housing market data and provide a clearer understanding of the supply-demand balance in Alghero. With a growing demand for affordable housing, particularly among young professionals and students, this study will identify bottlenecks in the housing sector and propose data-driven policies to support long-term urban development. By gathering detailed insights on pricing, availability, and regulatory barriers, this action will inform municipal strategies that facilitate access to housing and promote a more inclusive and balanced real estate market.</p>	<p>Municipality of Alghero</p> <p><a href="#">Nomisma</a> SPA</p>	Estimated costs:	€ 30.000,00
		Readiness:	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>
			<div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> <div>100%</div> </div>

Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			

1.1.1 Start of mapping activities	Dec 2024	Dec 2024			Municipality of Alghero
1.1.2 Submission of Nomisma's final report: "Residential Assets and New Housing and Tourism Needs in the City of Alghero."	Mar 2025	Mar 2025	Final document titled "Patrimonio residenziale e nuovi fabbisogni abitativi e turistici nella città di Alghero"  Public presentation for communication purposes		
1.1.3 Analyze the current composition and uses of the private housing stock	Mar 2025	Mar 2025	Analytical chapter within Nomisma report including: <ul style="list-style-type: none"> <li>- Distribution of housing typologies</li> <li>- Rate of vacant housing</li> <li>- Residential vs. touristic use data</li> <li>- Ownership vs. rental breakdown</li> </ul>		
1.1.4 Identify future housing needs for the municipality	Mar 2025	Mar 2025	<ul style="list-style-type: none"> <li>- Demographic and socio-economic projections</li> <li>- Future housing demand estimates (by type, target group, size)</li> <li>- Summary of mismatches</li> </ul>		

			between existing supply and future needs		
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In the framework of the new Municipal Urban Plan (PUC) and the recent substantial amendment to the 1984 Master Plan (PRG), the Municipality of Alghero commissioned a study to Nomisma to better understand the city's current and future residential and hospitality needs. The study - based on proprietary databases, simulation models, and ad hoc surveys - serves as a technical foundation to guide planning choices and supports the Integrated Action Plan by providing evidence for the development of targeted actions in the housing sector.

Action Title	1.2 A Strategic Partnership for Innovation and Talent Retention		Action Owner	Municipality of Alghero				
Description	Stakeholders	Links to objectives:	SO1 - Better access to affordable housing / Housing					
The second action, focuses on developing concrete policies to enhance talent retention, human capital development, and economic sustainability. Through collaboration with the Bruno Kessler Foundation (FBK) - a leading European research institution - Alghero aims to position itself as a regional hub for innovation and research. This partnership will explore policy measures in housing, economic development, and	Municipality of Alghero  Porto Conte Ricerche Institute	Estimated costs:						
		Readiness:						
			20%	40%	60%	80%	100%	




investment in applied sciences, with a strong emphasis on family-friendly policies that can improve the city's livability and attractiveness for skilled talent.			
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Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
1.2.1 – Institutional Partnership Development			Formal cooperation framework or Memorandum of Understanding		FBK & Municipality of Alghero
1.2.2 – Launch of Joint Study Phase			Concept note and roadmap outlining shared research, innovation and wellbeing goals		

### 3.2. Intervention Area 2 - Spaces and Services

<b>Action Title</b>	2.1 Mapping of Available Properties and Analysis of Spaces	<b>Action Owner</b>	Fondazione Alghero
<b>Description</b>	<b>Stakeholders</b>	<b>Links to objectives:</b>	SO2 - Development of inclusive community spaces

<p>The first action seeks to identify and evaluate unused or underutilized properties, including the Merenderia and the Former Agricultural Institute. By assessing the current state and potential of these spaces, this action aims to facilitate access to gathering places for youth, families, and the broader community. These spaces will be designated for local entertainment, crafts, and cultural activities, ensuring that they become active and accessible assets for the city.</p>	<p>Municipality of Alghero</p> <p>Fondazione Alghero</p>	<b>Estimated costs:</b>	€ 29.000,00				
		<b>Readiness:</b>	 <p>20%    40%    60%    80%    100%</p>				

Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
2.1.1 Public Property Inventory Survey			Comprehensive database of public and private underused/unused properties		Municipality of Alghero
2.1.2 Establish Multi-Stakeholder Engagement Channels <i>(Engage with municipality, land</i>			Assessment report detailing the physical condition, usability, and potential of each site		<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Fondazione Alghero</li> </ul>

<i>registry, neighborhood committees, diocese, associations, universities, and educational institutions)</i>					<ul style="list-style-type: none"> <li>- Fondazione di Sardegna</li> <li>- University</li> <li>- Regional funds</li> </ul>
2.1.3 Identify and Transfer Best Practices					
2.1.4 Develop Strategic Networking Opportunities					

Action Title	2.2 Co-design of Activities and Activation of a Mini Community Hub		Action Owner	Fondazione Alghero				
Description		Stakeholders	Links to objectives:	SO2 - Development of inclusive community spaces				
The second action builds upon the previous step by developing a structured and managed space in collaboration with area associations, formal and informal groups, and the Urbact Local Group (ULG). This initiative will promote co-creation and participatory		Municipality of Alghero  ULG group members (Youth and Cultural Associations, Local schools and University,	Estimated costs:	€ 15.000,00				
			Readiness:	<div><div></div></div>				
				<div><div>20%</div><div>40%</div><div>60%</div><div>80%</div><div>100%</div></div>				

governance, ensuring that the community hub responds to local needs while fostering social innovation and collective engagement. The goal is to establish a self-sustaining space where residents can connect, share knowledge, and develop projects that enrich the city's social and cultural fabric.	Entrepreneurs, etc.)		
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Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
2.2.1 Launch a Local Call to Action for Community Engagement	Jun 2025	Sep 2025	<ul style="list-style-type: none"> <li>- Activities agenda and facilitation materials</li> <li>- List of participants (with roles/affiliations)</li> </ul>		<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Fondazione Alghero</li> <li>- Fondazione di Sardegna</li> <li>- University</li> <li>- Regional funds</li> </ul>
2.2.2 Enhance Human Capital and Fundraising Strategies	Jun 2025	Sep 2025			
2.2.3 Implement a Participatory Model for Space Management	Jun 2025	Sep 2025	<ul style="list-style-type: none"> <li>- Draft calendar of activities</li> <li>- Description of proposed formats</li> </ul>		

			<ul style="list-style-type: none"> <li>- Partner involvement plan for each activity</li> <li>- Final validated version of the programming calendar</li> </ul>		
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### 3.3. Intervention area 3 - Entrepreneurial Ecosystem

Action Title	3.1 Mapping of skills and expertise in the area		Action Owner	Fondazione Alghero				
Description		Stakeholders	Links to objectives:	SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem				
This action involves the identification and cataloguing of the existing skills, competencies and expertise already present in Alghero and its hinterland. It will serve as a foundational step to understand the local human capital available, identify areas of strength, and spot potential gaps for future development and specialization.		Local Authorities (Municipality of Alghero)  Alghero Foundation  Local businesses and SMEs  Educational and vocational training institutions	Estimated costs:	€ 12.000,00				
			Readiness:	<div><div></div><div></div><div></div><div></div><div></div></div>				
				20%	40%	60%	80%	100%

	Cultural and civic association		
	ULG members		

Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
3.1.1 Conduct a Collective Skills Mapping Exercise	DEC 2024	JUN 2025			<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Public&amp; private partnerships</li> <li>- Sponsor</li> <li>- Beneficiary co-financing at subsidised rates</li> </ul>
3.1.2 Carry Out Validation Interviews with Key Stakeholders	DEC 2024	JUN 2025			
3.1.3 Align Local Skills Supply with Labour Market Demand Using Existing Platforms	DEC 2024	JUN 2025			

<b>Action Title</b>	3.2 Mapping job demand and opportunities	<b>Action Owner</b>	Fondazione Alghero
<b>Description</b>	<b>Stakeholders</b>	<b>Links to objectives:</b>	SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem

<p>This action focuses on analyzing the current and emerging job market needs within the local territory. By surveying businesses, institutions and employment data, this mapping aims to identify in-demand professions, sectors with growth potential and areas with a shortage of skilled workers. The results will help align training and entrepreneurial activities with real market demands.</p>	<p>Local employers and business networks</p> <p>Chambers of Commerce</p> <p>Employment agencies and job centers</p> <p>Labour unions</p> <p>Regional economic development bodies</p>	<b>Estimated costs:</b>	€ 12.000,00				
		<b>Readiness:</b>	 <div>20%   <b>40%</b>   60%   80%   100%</div>				

Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
3.2.1 Conduct a Collective Skills Mapping Exercise	DEC 2024	JUN 2025			<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Public&amp; private partnerships</li> <li>- Sponsor</li> <li>- Beneficiary co-financing at subsidised rates</li> </ul>
3.2.2 Carry Out Validation Interviews with Key Stakeholders	DEC 2024	JUN 2025			
3.2.3 Align Local Skills Supply with Labour Market Demand	JUN 2025	DEC 2025			




Using Existing Platforms					
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<b>Action Title</b>	3.3 Personal skills mapping	<b>Action Owner</b>	Fondazione Alghero				
<b>Description</b>	<b>Stakeholders</b>	<b>Links to objectives:</b>	SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem				
This action complements the territorial mappings by focusing on individuals. Through surveys and assessments, this phase aims to identify personal skills, competencies, and vocational interests of the local population - particularly youth, NEETs and job seekers. It will help match individuals with relevant training, coaching, or entrepreneurship opportunities and support personalized development pathways.	Young people, NEETs, job seekers  Youth organizations and social services  Local schools  Job center  Terza Missione - Job placement	<b>Estimated costs:</b>	€ 5.000,00				
		<b>Readiness:</b>					
			<b>20%</b>	40%	60%	80%	100%


Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
3.3.1 Develop and Disseminate a Local	JAN 2026	JUN 2026			- Municipality of Alghero

Catalogue of Skills and Competencies					<ul style="list-style-type: none"> <li>- Public&amp; private partnerships</li> <li>- Sponsor</li> <li>- Beneficiary co-financing at subsidised rates</li> </ul>
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<b>Action Title</b>	3.4 Activate coaching courses	<b>Action Owner</b>	Fondazione Alghero				
<b>Description</b>	<b>Stakeholders</b>	<b>Links to objectives:</b>	SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem				
This action will implement coaching pathways aimed at guiding individuals and aspiring entrepreneurs through the design, development and prototyping of business ideas. These courses will equip participants with essential entrepreneurial tools, including business planning, territorial analysis, and benchmarking, to effectively navigate the start-up phase.	Business mentors and certified coaches  Innovation hubs and incubators  Training providers  Financial institutions s	<b>Estimated costs:</b>	€ 8.000,00				
		<b>Readiness:</b>					
			20%	40%	60%	80%	100%

Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			

3.4.1 Facilitate Local Dialogue and Exchange Opportunities	JUN 2026	JUL 2027			<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Public&amp; private partnerships</li> <li>- Sponsor</li> <li>- Beneficiary co-financing at subsidised rates</li> </ul>
3.4.2 Activate Institutional Coaching Programmes	JUN 2026	JUL 2027			

<b>Action Title</b>	3.5 Entrepreneurial attitudes demo		<b>Action Owner</b>	Fondazione Alghero				
<b>Description</b>	<b>Stakeholders</b>		<b>Links to objectives:</b>	SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem				
<p>This action will involve practical workshops, labs and demonstrations to promote entrepreneurial mindsets and collaborative innovation. It will showcase successful case studies and foster peer-to-peer learning in a non-competitive environment. The goal is to build an enterprise culture rooted in cooperation, synergy and mutual support, encouraging young people to</p>	...		<b>Estimated costs:</b>	€ 7.000,00				
			<b>Readiness:</b>					
				<div>20%    40%    60%    80%    100%</div>				

see entrepreneurship as accessible and inclusive.			
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Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
3.5.1 Identify and Promote Transferable Best Practices	JUN 2026	JUL 2027			<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Public&amp; private partnerships</li> <li>- Sponsor</li> <li>- Beneficiary co-financing at subsidised rates</li> </ul>
3.5.2 Design and Implement Business Idea Development Pathways	JUN 2026	JUL 2027			

<b>Action Title</b>	3.6 Activation of specialised training paths	<b>Action Owner</b>	Fondazione Alghero				
<b>Description</b>	<b>Stakeholders</b>	<b>Links to objectives:</b>	SO - Strengthen vocational training / Education and training				
Building on the results of the mapping and coaching phases, this action will develop targeted training courses tailored to specific sectors or skill gaps identified in the territory. These training		<b>Estimated costs:</b>	€ 7.000,00				
		<b>Readiness:</b>					
			20%	40%	60%	80%	100%

paths will aim to boost employability, support new business ventures, and foster continuous professional development in alignment with local economic priorities.			
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Activity	Timing		Deliverable	Estimated cost	Source of funding
	Start	End			
3.6.1 Map and Promote Territorial Training Opportunities	APR 2027	DEC 2027			<ul style="list-style-type: none"> <li>- Municipality of Alghero</li> <li>- Public&amp; private partnerships</li> <li>- Sponsor</li> <li>- Beneficiary co-financing at subsidised rates</li> </ul>
3.6.2 Engage Local Professionals in Training Delivery	APR 2027	DEC 2027			

## 4. IMPLEMENTATION FRAMEWORK

### 4.1. Gantt

Action	2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>SO1 - Better access to affordable housing / Housing</b>																
<b>1.1 Housing Market Analysis</b>																
<b>1.2 Strategic partnership for talent innovation and talent attraction</b>																
<b>SO2 - Increase the number and quality of community spaces</b>																
<b>2.1 Mapping of Available Properties and Analysis of Spaces</b>																
<b>2.2 Co-design of Activities and Activation of a Mini Community Hub</b>																

### SO3 - Enhance entrepreneurial support / Entrepreneurial ecosystem

<b>3.1 Mapping of skills and expertise in the area</b>																
<b>3.2 Mapping job opportunities</b>																
<b>3.3 Personal Skills mapping</b>																
<b>3.4 Activate coaching courses</b>																
<b>3.5 Entrepreneurial attitude demo</b>																
<b>3.6 Activation of specialised training paths</b>																

## 4.2. Governance of implementation

The implementation of the Integrated Action Plan will be structured to ensure clear responsibility, continuous stakeholder engagement, and effective coordination. Below is an outline of the governance model that will guide the execution of the IAP and its pilot actions.

**Official approval and oversight** The IAP will be formally approved by the Municipality of Alghero by the end of 2025, ensuring institutional commitment and alignment with local development strategies. The City Council will play a supervisory role, monitoring progress and facilitating interdepartmental coordination where necessary.

**Lead organization and implementation structure** Fondazione Alghero will have the overall responsibility for implementing the IAP, acting as the coordinating body for all project activities. The implementation structure will include:

- **Project coordination team (Fondazione Alghero):** responsible for overseeing the execution of pilot actions, stakeholder engagement, and overall strategy alignment.
- **Municipality of Alghero:** providing institutional support, facilitating policy alignment, and contributing to specific initiatives related to housing, entrepreneurship and training.
- **ULG (Urbact Local Group):** maintaining an active role in the co-creation, execution and evaluation of initiatives.
- **External experts and partner institutions:** supporting with technical expertise, training, and research (e.g. Porto Conte Ricerche, local Schools, Universities and Terza Missione).





**Stakeholder involvement and participation** Stakeholder engagement is a key pillar of the IAP. The Urbact Local Group will continue to operate beyond the planning phase, transitioning into an Advisory and Monitoring Group that ensures alignment with local needs. The group will:

- Meet quarterly to review progress and provide feedback;
- Include representatives from public institutions, businesses, cultural and social organizations and educational institutions;
- Act as a consultative body to guide decision-making and help shape ongoing activities.

**Management, coordination and reporting** To ensure smooth execution, the project **Coordination Team** within Fondazione Alghero will oversee management and reporting processes. The key mechanisms include:

- Biannual progress reports shared with the Municipality and stakeholders;
- Periodic stakeholder meetings to assess implementation and gather input;
- Annual evaluation and review meetings, where adjustments to strategies can be made based on outcomes.

A dedicated **monitoring and evaluation system** will be put in place to track progress using defined indicators for each specific objective. These reports will be shared with stakeholders to ensure transparency and accountability.

This governance structure will provide a clear framework for implementation, ensuring that the IAP is not only a strategic document but a living process that adapts to emerging challenges and opportunities.

### 4.3. Resourcing and Funding

For a successful implementation of the Integrated Action Plan we require a combination of **local, regional, national and European funding sources**, as well as strategic partnerships with institutions and the private sector. The Municipality of Alghero and Fondazione Alghero will actively pursue **public grants, EU programs, and co-financing opportunities** to ensure the **long-term sustainability** of the pilot actions.

**Funding sources and project-specific resources** To finance the various initiatives, Alghero will leverage multiple funding streams, including:

#### 1. Local and Regional Public Fund

- **Municipality of Alghero Budget** to support preliminary research, coordination, stakeholder engagement and contribute to urban regeneration initiatives and property repurposing.
- **Sardinia Regional Government Funds** to support socioeconomic development, urban regeneration, cultural innovation and vocational training programs and youth employment initiatives.
- **Porto Conte Ricerche & Chamber of Commerce of Sassari** Financial support for entrepreneurial training, business incubation and research-based projects.
- **Fondazione di Sardegna Grants (Annual Regional Calls for Social Innovation & Culture)** Funds for cultural projects, community hubs, and creative industries.

#### 2. National Funding Opportunities

- **Italian Ministry of Labor & Social Policies** Grants for employment and professional training initiatives targeting young workers and start-ups.

#### 3. European Funding Programs

- **European Social Fund Plus (ESF+) – Sardinia 2021-2027** Support youth employment and training programs with funds for entrepreneurship and labor market integration initiatives.
- Research grants for innovation in education, cultural heritage, and local development.
- **Erasmus+ (KA2: Cooperation for Innovation & Exchange of Good Practices)** Supports training partnerships between universities, schools and businesses.

#### 4. Private sector & public-private partnerships

- **Corporate Sponsorships & Local Business Networks** (*Confcommercio, Confartigianato, CNA*) Funding for entrepreneurial

mentoring and business acceleration programs, providing expertise, funding and networking opportunities to develop human capital and innovation-driven strategies.

**Prioritization of Pilot Actions** Given available resources and strategic priorities, the initial focus will be on implementing the following intervention areas:

- AREA 2 - SPACES AND SERVICES  
ACTION 2.2 - Co-design of activities and activation of a mini community hub
- AREA 3 - ENTREPRENEURIAL ECOSYSTEM  
ACTION 3.1 - Mapping of skills and expertise in the area  
ACTION 3.2 - Mapping job opportunities

These actions lay the foundation for long-term talent retention, guiding future interventions in housing, urban development, and economic sustainability. By aligning local efforts with regional, national, and European funding mechanisms, Alghero aims to secure financial sustainability for its initiatives and create an attractive, resilient environment for young talent and entrepreneurs.

These initial actions form a strategic foundation in order to foster long-term talent retention and local development. While the activities under Area 3 – Entrepreneurial Ecosystem, such as the **Mapping of Skills and Expertise (3.1)** and the **Mapping of Job Opportunities (3.2)**, are central to understanding and aligning local human capital with market needs, they are not isolated.

Equally critical is the parallel work underway in Area 2 – Spaces and Services, particularly through **Action 2.2**, which focuses on the **co-design of activities and the activation of a mini community hub**. This action enhances the local infrastructure needed to support entrepreneurship and community engagement.

Together, these interventions - starting small - are designed to build an integrated approach to youth empowerment, urban regeneration and economic resilience. By connecting local priorities with regional, national and European funding frameworks, the city of Alghero aims to ensure the financial sustainability of its actions while shaping a vibrant, inclusive environment where young talent and new enterprises can thrive.

### Summary Financial Table

Action Title	Responsible organisation	Cost (EUR)	Sources of Funding	Timing	
				Start	End
Better access to affordable housing / Housing					
1.1 Housing market analysis	Municipality of Alghero	€ 30.000,00		DEC 2024	APR 2025
1.2 A Strategic Partnership for Innovation and Talent Retention	Municipality of Alghero	€ 24.000,00		JUN 2025	
Increase the number and quality of community spaces					
2.1 Mapping of available properties and analysis of spaces	Municipality of Alghero	€ 29.000,00		OCT 2025	JUN 2026
2.2 Co-design of activities and activation of a community hub	Fondazione Alghero	€ 15.000,00		JUN 2025	DEC 2027
Enhance entrepreneurial support / Entrepreneurial ecosystem					
3.1 Mapping of skills and expertise in the area	Fondazione Alghero	€ 12.000,00		DEC 2024	JUN 2025
3.2 Mapping job opportunities	Fondazione Alghero	€ 12.000,00		DEC 2024	JUN 2025
3.3 Personal skills mapping	Fondazione Alghero	€ 5.000,00		JAN 2026	JUN 2026

3.4 Activate coaching courses	Fondazione Alghero	€ 8.000,00		JUN 2026	JUL 2027
3.5 Entrepreneurial attitudes demo	Fondazione Alghero	€ 7.000,00		JUN 2026	JUL 2027
3.6 Activation of specialised training paths	Fondazione Alghero	€ 7.000,00		APR 2027	DEC 2027

#### **4.4. Monitoring Framework and Process**

This framework will provide regular updates, allow for adjustments when necessary and maintain stakeholder engagement throughout the process.

**Responsibility for Monitoring** The Fondazione Alghero will be the lead organization responsible for monitoring the progress of the IAP. A monitoring and evaluation team will be established within the foundation, working in collaboration with the Municipality of Alghero and the Urbact Local Group to ensure continuous oversight.

Additionally, the Control Group, composed of former Alghero residents who are willing to return, will provide external, independent feedback on the implementation process, offering insights on how effectively the actions are making Alghero more attractive for returning talent.

**Reporting Process** The monitoring and evaluation team will prepare progress reports that evaluate the implementation of each action based on predefined indicators. These reports will be:

- Quarterly internal reports – To assess short-term progress and identify early challenges.
- Biannual Stakeholder Reports – Shared with the Municipality of Alghero, ULG and key project partners to ensure alignment and accountability.
- Annual Public Reports – Summarizing progress and key achievements, made available to the wider community to maintain transparency.

#### **Monitoring Frequency and Format**

- Quarterly reviews with the project coordination team (Fondazione Alghero) to track short-term progress.
- Biannual meetings with the ULG and key partners to discuss the overall progress of the IAP.
- Annual external review, incorporating feedback from the Control Group and independent experts.

Reports will include qualitative and quantitative data based on defined result indicators, implementation status of specific actions and feedback from stakeholders and beneficiaries.

## Result indicators

Specific objective	Result indicator			
	Definition	Baseline value	Target value	Source of Information
<b>SO1 Better access to affordable housing / Housing</b>	Number of new housing units or policies facilitating access to long-term, affordable rentals or ownership for people under 35 and families.	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.	Nomisma housing study; Municipal housing registry; Tenancy support schemes; Policy records from the Municipality.
<b>SO2 Increase the number and quality of community spaces</b>	Number of public or shared spaces revitalized and co-managed, hosting regular activities and services open to diverse community groups.	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.	ULG activity calendar; Participation logs; Co-management agreements; Usage reports (Fondazione Alghero, Municipality).
<b>SO3 Enhance entrepreneurial support / Entrepreneurial ecosystem</b>	Number of new enterprises founded by people under 35; Number of individuals participating in coaching,	4.9% decrease in youth enterprises (2023); Limited entrepreneurial	At least 10 new youth-led businesses by 2027;	Chamber of Commerce data; ASPAL statistics;

	mentoring or entrepreneurship training.	support infrastructure; No formal coaching/training system in place.	3+ active support/training paths annually; 50 participants per year.	ULG reports, feedback and enrollment data.
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### *Output indicators*

Action	Output indicator			
	Definition	Baseline value	Target value	Source of Information
<b>1.1 Housing Market Analysis</b>	Delivery of a comprehensive report assessing supply, demand, pricing trends and policy recommendations for the housing market in Alghero.	No housing market study conducted; Data fragmented across municipal sources.	1 completed and published market report (Nomisma); Used to inform housing policies.	Final report by Nomisma; Municipality of Alghero documentation.
<b>1.2 A Strategic Partnership for Innovation and Talent Retention</b>	Signing of a formal cooperation agreement with a research institution to promote innovation, talent retention and policy development.	No existing strategic partnership focused on talent retention.	1 Memorandum of Understanding signed and a roadmap for collaboration defined.	Signed agreements; Joint publications or outputs.
<b>2.1 Mapping of Available Properties and Analysis of Spaces</b>	Creation of a public inventory of available/underused properties, with feasibility assessments.	No public property inventory; No systematic mapping of spaces.	1 digital inventory published; At least 10 properties assessed.	Fondazione Alghero records; Municipal registry; Property mapping reports.



<b>2.2 Co-design of Activities and Activation of a Mini Community Hub</b>	Activation of Atelier 4 and 5 as public mini hubs, with a co-designed calendar of events and stakeholder involvement.	No active mini hub; Spaces partially used or inactive.	2 mini hubs active with at least 5 events per year and 10 organizations involved.	Event logs; Participation records; Hub activity reports.
<b>3.1 Mapping of skills and expertise in the area</b>	A comprehensive report on the local skill base, including existing competencies and gaps.	No systematic mapping of skills in Alghero.	1 completed report with stakeholder validation; Used to guide future training and employment policies.	Survey results; Interviews validation; Project documentation.
<b>3.2 Mapping job demand and opportunities</b>	Identification of job opportunities and sectors with high demand, based on business engagement and employment trends.	No centralized job demand data for the Alghero area.	1 report detailing current job market trends and forecasts; Minimum 15 local businesses consulted.	Chamber of Commerce; ASPAL; Survey and interview data.
<b>3.3 Personal skills mapping</b>	Catalogue of personal and transversal skills across target groups (youth, NEETs, jobseekers).	No personal skills data collected locally.	1 skills catalogue produced; At least 100 individuals surveyed.	Online/offline survey results; School/job center collaboration.

<b>3.4 Activate coaching courses</b>	Design and delivery of structured coaching programs for aspiring entrepreneurs and jobseekers.	No formal coaching programs active.	At least 2 pilot coaching events in 2026; 30 participants/year.	Training attendance lists; Feedback forms; Coaching reports.
<b>3.5 Entrepreneurial attitudes demo</b>	Implementation of workshops and labs promoting entrepreneurship and collaborative innovation.	No entrepreneurial culture labs or peer learning pathways.	3 demo events by 2027; 50 participants; 5 best practices documented.	Workshop materials; Participation data; Post-event evaluations.
<b>3.6 Activation of specialised training paths</b>	Delivery of sector-specific training programs (e.g. agriculture, crafts, creative industries).	No specialized training paths tailored to the local economy.	3 training modules activated; 60 total trainees by 2027.	Training provider records; Course materials; Participant tracking.

#### 4.5. Overview and Analysis of Risks

The implementation of the Alghero Integrated Action Plan brings together multiple stakeholders to address core urban challenges - such as youth outmigration, housing affordability, limited community spaces, and fragmented entrepreneurial support - through a series of interconnected pilot actions. Given the complexity of the local socio-economic environment and the ambition of the plan, it is essential to identify and manage potential risks that may affect delivery. This risk analysis reflects the realities of Alghero's context: a mid-sized city with strong seasonal tourism dynamics, a growing network of engaged local actors and the intention to reverse brain drain and improve territorial cohesion. The following risk categories have been evaluated with respect to the planned actions - ranging from housing market studies and the creation of a mini community hub, to training and entrepreneurial support:

Risk Analysis Table	Description of the Risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
Administrative Risks	Delays in formal approvals (e.g. permits) from public authorities	Medium	High	Early engagement with decision-makers; schedule buffer time	Escalation to higher authorities if delays exceed set timelines
	Limited coordination across municipal departments	Medium	Moderate	Appoint a dedicated coordinator; regular interdepartmental meetings	Increase support from external facilitators or project management units
	Turnover in public administration staff	High	Moderate	Document processes and responsibilities; assign deputies	Quick onboarding plan for new staff and backup role assignments

<b>Financial Risks</b>	Delayed or insufficient funding (local, regional, EU)	Medium	High	Pre-identify multiple funding sources; apply early	Re-scope or phase project components to adjust to budget reality
	Increase in setup costs for the mini community hub (e.g. furnishings, equipment)	Medium	Moderate	Budget with contingency margin	Reduce scale of non-essential items
<b>Operational Risks</b>	Low stakeholder participation in co-design activities	Medium	Moderate	Strong communication campaign and early outreach	Personal invitations; flexibility in scheduling workshops
	Logistical challenges in setting up community spaces (Atelier 4 & 5)	Low	Moderate	Site visits and feasibility checks during planning phase	Quick-response task force for setup issues
	Lack of engagement from interviewees or slow data collection	Medium	Moderate	Regular follow-up and incentives (visibility, feedback)	Extend deadlines slightly; recruit backup interviewees
<b>Other Risks</b>	Resistance from local actors to change or innovation	Medium	Moderate	Early involvement and transparent communication	Involve neutral facilitators to mediate and build trust
	External socio-economic shocks (e.g. economic crisis, policy changes)	Low	High	Scenario planning included in strategy design	Prioritize flexible, scalable actions to adapt to change

While the Alghero IAP is grounded in strong local engagement and backed by growing institutional interest, the success of its implementation will depend on the city's ability to navigate a range of administrative and structural risks. The relatively small scale of the pilot actions allows for adaptability, but risks such as delays in institutional coordination, lack of financial continuity or low participation from youth and local entrepreneurs must be actively

managed.

Key to risk prevention will be ongoing collaboration with the Urbact Local Group (ULG), the activation of temporary management models for spaces like the Atelier mini-hub and the ability to build and sustain cross-sector partnerships. Mitigation efforts should include transparent communication, shared governance tools, and flexibility in re-allocating resources or redefining scopes where needed. With these measures in place, Alghero is well-positioned to not only deliver the proposed actions, but also to build a more resilient and inclusive strategy for long-term urban regeneration and talent retention.

## 5. THE PLANNING PROCESS

### ***5.1. Summary Description of the Planning Process***

The Integrated Action Plan of Alghero was conceived in response to a pressing local challenge: the outmigration of young talent and the lack of conditions conducive to their return. This “brain drain” phenomenon is particularly intense in medium-sized cities, which face a growing gap between the needs of young professionals and the availability of affordable housing, training pathways, inclusive spaces and entrepreneurial support. In this context, Fondazione Alghero, with the support of the C4TALENT network, recognized the urgency of building a strategy to make the area more attractive, inclusive and sustainable, particularly for youth and families.

**The Role of the URBACT Programme** URBACT IV, through the C4TALENT network, offered the ideal framework to develop this strategy. The programme provided financial and methodological support, together with an international peer-learning environment where Alghero could exchange ideas, receive feedback and benchmark its progress. URBACT’s structured methodology, with its emphasis on participation, integration and experimentation, helped guide the entire planning process - from identifying core challenges to designing actionable pilot initiatives.

**Main Steps and Milestones** The planning process formally began in 2023, but it was in January 2024 that the local activities started, with the establishment of the Urbact Local Group (ULG), composed of representatives from the public sector, local businesses, cultural institutions, educational entities, youth representatives and civil society organisations. Key phases included:

- **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.
- **Pilot Action Design (Dec 2024 - Jul 2025):**
  - Mapping Activities (Dec 2024 – Feb 2025): Surveys and fieldwork to understand existing skills, employment demand, housing barriers and underutilized spaces.
  - 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 phase & Finalization (Summer - Winter 2025):**

- Mapping Activities (Dec 2024 – Feb 2025): Surveys and fieldwork to understand existing skills, employment demand, housing barriers and underutilized spaces.
- Mini hubs activation (Sep 2025 - By 2026): Launch of temporary management models and stakeholder interviews to validate the action plan.

**Stakeholder Engagement and the Role of the ULG** The ULG has been central throughout the process. Its diverse composition allowed the inclusion of different perspectives and expertise, ensuring the IAP reflected the real needs of the territory. Stakeholders participated in:

- Workshops and thematic focus groups to co-define priorities;
- Surveys and mapping exercises to collect data and validate assumptions;
- Peer-review of actions to help refine feasibility and relevance;
- Testing activities, such as interviews and micro-pilots (e.g. temporary use of Atelier spaces - still to be implemented).

This participatory process improved the quality of the plan but also laid the groundwork for collaborative governance models that is essential in the implementation phase.

## ***5.2. Presentation of the ULG - its members and roles***

The URBACT Local Group (ULG) has been a key driver in the co-creation of Alghero's Integrated Action Plan (IAP). Its members brought diverse perspectives, local knowledge, and a shared commitment to tackling the challenge of youth talent retention. The planning process would not have been possible without their active involvement.

**Composition and Setup** The ULG was initially established through a comprehensive stakeholder mapping process, aiming to ensure representation across five key sectors:

- Public Sector (Municipality, public agencies)
- Academic Sector (Universities, training institutions)
- Professional Associations
- Private Sector (Businesses, entrepreneurs)
- Target Group Representatives (Youth organizations, emerging professionals)

Stakeholders were selected based on their expertise, strategic relevance, and willingness to contribute actively to the project.

**Evolution and Structure** At the outset, the group included over 30 members to ensure broad participation. As the planning process evolved, the ULG naturally streamlined to a more agile group of 10–15 highly engaged participants. This transition allowed for more focused discussions and increased ownership of the proposed actions.

Smaller thematic working groups were formed around specific objectives—such as housing, community spaces, entrepreneurship, and training—to support the validation and development of pilot actions. This flexible structure proved especially effective during the co-design phases.

**Added Value and Impact** The ULG's contribution was essential in:

- Grounding the IAP in real local needs and experiences
- Providing sector-specific insights
- Identifying existing resources, synergies, and potential conflicts
- Building a shared vision for Alghero's future as a city that retains and attracts talent

Their input directly shaped both the strategic objectives and the pilot actions. In particular, the ULG was instrumental in the mapping activities, testing action ideation, and stakeholder interviews.

**Future Role in Implementation** The ULG will continue to play a crucial role during the implementation phase of the IAP. Its future role will include:

- Participating in the co-design and monitoring of pilot actions
- Acting as an Advisory and Monitoring Group
- Supporting the communication and dissemination of project results
- Facilitating connections with broader community networks and potential partners

The transition from planning to implementation will see the ULG evolve into a hands-on working body that helps maintain continuity, transparency, and adaptability throughout the project lifecycle.

Listed below are the people and organisations involved that gave their precious contribution to the ULG group work and to the implementation of the Integrated Action Plan:



Name	Organisation represented, position	Relevance to the policy challenge	Possible future role in the IAP
Ornella Piras	Municipality of Alghero - Councillor for Tourism and Economic Development	Supports economic growth and talent retention through sustainable tourism	Institutional support for innovation-driven tourism; link with entrepreneurial initiatives
Raffaella Sanna	Municipality of Alghero - Councillor for Culture and Innovation	Aligns cultural policies with talent and innovation ecosystems	Institutional lead on community hub and cultural activation
Enrico Daga	Municipality of Alghero - Councillor for Strategic Planning	Ensures IAP integration into long-term municipal strategies	Strategic policy alignment and regional cooperation
Pietro Pirino	ACADEMY OF FINE ARTS - SASSARI		Educational partner for youth engagement and creative talent pathways
Nada Beretic	Department of Architecture and Design and Urban Planning University of Sassari	Supports inclusive space co-design and urban regeneration	Academic advisor on spatial design and social innovation  Project co-designer; mentoring in creative entrepreneurship  Facilitator for communication, media & design-based learning
Nicolò Ceccarelli			
Matteo Moretti			
Erica Pirina	TEENHUB - NOBENTO		Corporate stakeholder in youth-employment pathways

Vanni Martinez	MUNICIPALITY OF ALGHERO - Sector STRATEGIC PLANNING, PROGRAMMING AND NRP (Reference Area - Territorial Development and Productive Activities)	Key to aligning pilot actions with municipal programming	Operational coordination of cross-sector projects / Monitoring and evaluation of IAP progress
Giovanna Faedda			
Alessandra Arru	ASPAL - ALGHERO JOB CENTRE	Connects skills supply with market demand	Labour market analysis, co-design of training pathways / Coordination of job orientation and coaching offers
Pasqualina Usai			
Lucrezia Urtis	BALDUFURA - Small tattoo atelier	Key player in testing and documenting pilot activities	Co-management of the mini hub  User of the hub / informal mentor for creative youth
Nadia Picchedda	Citizen (Ex Youth Council)	Key player in testing and documenting pilot activities	Co-management of the mini hub  Peer leader, youth engagement / Event co-organiser
Veronica Ruda			
Giuseppe Esposito	Factory Studio - Communication	Key player in testing and documenting pilot activities	Co-management of the mini hub  Communication and storytelling support
Dario Pinna	CONFARTIGIANATO - Trade, professional, social,		Liaison with artisan and small enterprise networks

	educational and welfare association representing owners of craft and small enterprises, consortia, craft cooperatives and their members.		
Roberto Dore	COLDIRETTI - Organisation of agricultural entrepreneurs	Vital for connecting urban and rural talent challenges	Agricultural innovation and young farmer support
Gianfranca Pirisi	Wine Cellar - Santa Maria la Palma	Helps integrate agriculture, tourism and innovation	SME stakeholder, co-designer of wine tourism training  Education-to-work policy advisor
Mario Peretto			
Claudio Simbula	Journalist and consultant	Key player in testing and documenting pilot activities	IAP documentation, local press outreach
Mara Breschi	Arkimastria - Association of University Students of Architecture and Design	Key player in testing and documenting pilot activities	Co-management of the mini hub  Workshop and activation support
Anita Delitala			
Sara Pilia			
Antonello Brunu	Agenzia LAORE - Agency for the Implementation of Regional Agricultural and Rural Development Programmes	Vital for connecting urban and rural talent challenges	Ensures inclusion of agricultural youth and NEETs in plans

Gavino Sini	PORTO CONTE RESEARCH INSTITUTE	Adds scientific expertise and supports international partnerships	Research and innovation ecosystem advisor
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### **5.3. Role and Impact of Transnational Learning – the URBACT added value**

The transnational dimension offered by the programme C4TALENT URBACT Network enabled the exchange of knowledge and practices but also fostered local reflection and a shared sense of urgency around the core challenge of retaining and attracting young talent in the city.

**General Added Value to Alghero** From the very beginning, C4TALENT played a key role in bringing together local stakeholders who had never collaborated before. Thanks to the structured methodology and the continuous facilitation by the Lead Expert and Ad Hoc Expert, the project supported:

- The consolidation of a **Urbact Local Group (ULG)** with broad and diverse representation;
- The establishment of a **clear planning process** to develop a shared vision and operational priorities;
- The integration of the **talent retention theme into the local political agenda**, through public events and dedicated working sessions.

Moreover, the programme provided space for professional growth for the project team and the stakeholders involved. Through workshops, webinars, and on-site learning, members enhanced their competencies in co-creation, innovation in public policy, communication and stakeholder management.

**Specific Contribution to the IAP** The most transformative value of the transnational learning experience lies in the way it inspired and informed specific actions of Alghero's IAP. From June 2023 to today, the project team attended all major transnational moments of C4TALENT, each of which added valuable insights that were translated into local action:

#### **1. Urbact University – Malmö, Sweden (August 2023)**

This capacity-building session laid the groundwork for the stakeholder mapping and intervention logic used to define the objectives and actions of the IAP. During three days of interactive workshops, Alghero's team got acquainted with tools to define local challenges, engage stakeholders, and create shared visions and actions. The study visits in Malmö offered inspiration on digital inclusion and gender-sensitive urban spaces. These learnings significantly shaped the development of Alghero's project planning.

#### **2. 1st Transnational Meeting – Alytus, Lithuania (November 2023)**

The first C4TALENT transnational meeting marked a key moment for building the network's roadmap and strategic direction. Over two days, all partners gathered to deepen their understanding of the

Integrated Action Plan (IAP) methodology and explored early ideas for testing initiatives. Sessions also covered communication planning, visibility strategies and financial management, setting a clear foundation for transparent coordination and knowledge exchange throughout the project.

3. **2nd Transnational Meeting – Vilanova i la Geltrú, Spain (May 2024)**

Through peer exchanges, workshops and a masterclass dedicated to the entrepreneurial ecosystem, participants explored how cities can foster inclusive and dynamic environments for entrepreneurship. Key learnings included practical tools to map and support local business ecosystems, strategies to increase local engagement, and inspiration from successful innovation hubs. The meeting provided valuable inputs for refining targets, especially tangible ones, like the availability of a space for the community (Atelier4 and Atelier 5 - mini hubs).

4. **3rd Transnational Meeting – Alghero, Italy (October 2024)**

Hosting the meeting gave Alghero an opportunity to reflect deeply on its challenges. The masterclass on talent retention catalyzed a conversation around housing and spatial inclusion, leading to the further refinement of the pilot action on activating inclusive community spaces.

5. **4th Transnational Meeting – Roeselare, Belgium (March 2025)**

The focus on city branding and identity in Roeselare pushed Alghero to think more holistically about its narrative and how to position itself as a talent-friendly city. This meeting also reinforced the importance of implementing at least one visible pilot action by summer 2025, prompting the team to accelerate the activation of the atelier spaces as a Mini Community Hub.

6. **5th Transnational Meeting - Sarajevo, Bosnia Erzegovina (June 2025)**

The Sarajevo meeting focused on finalizing the Integrated Action Plans through peer review and thematic learning on entrepreneurship. A strong emphasis was placed on communication and visual storytelling, with partners working on how to make their IAPs more engaging and accessible for citizens. For Alghero, the meeting highlighted the importance of presenting the IAP not only as a strategic plan but also as a narrative tool to mobilize stakeholders.

In addition to these meetings, the series of **webinars and peer exchanges** throughout the project ensured a continuous flow of ideas and critical feedback that improved the strength of the IAP and reinforced stakeholder

engagement. Transnational learning provided Alghero with new lenses to observe its challenges, practical references to inspire change and a supportive community to test ideas.

#### ***5.4. Testing Actions and Key Learnings***

##### **Pilot Action 1 | Intervention Area 3 – Entrepreneurial Ecosystem**

##### **Specific Action – 3.1 Mapping of skills and expertise in the area**

##### **Specific Action – 3.2 Mapping job opportunities**

The ULG identified a major barrier to talent retention in Alghero: the absence of reliable and shared data on local skills, employment needs and opportunities. Without this information, young people, workers and entrepreneurs struggled to connect with the local labour market, leaving many opportunities untapped.

We assumed that a bottom-up mapping process - directly designed and implemented by the community - would uncover hidden skills, reveal mismatches between supply and demand and provide an evidence base to guide future interventions and training pathways.

The ULG structured the testing action in three phases:

- 1. Definition of tools and methodology** ULG members co-designed a survey and interview methodology, ensuring it was broad enough to capture skills and needs across different sectors.  
The tools included online surveys and face-to-face interviews, designed to be simple, accessible and adaptable to different contexts. Interviews were the ULG's members direct activation tool, enabling dialogue with different types of stakeholders in the city and the countryside.
- 2. Information collection** Data was collected both online (through surveys circulated among schools, associations and companies) and offline (via direct interviews conducted by ULG members). This approach ensured the inclusion of a diverse range of voices, from agriculture, social, cultural, tourism, education, artisanal and manufacturing sectors.  
It is worth noting that ULG members themselves acted as interviewers, strengthening ownership of the process and expanding the project's reach through their networks.
- 3. Information analysis and systematisation** The data collected was analyzed and organized by the working group, then made available for further development of the operational plan. The results were shared in meetings with institutions, companies and training organizations to validate the findings and explore practical uses (e.g. workforce planning, project design).

The mapping confirmed a **clear mismatch** between existing skills and labour market demand, while also uncovering many hidden or underutilised competencies.

The process also highlighted that **information alone is not enough**: many aspiring entrepreneurs require follow-up coaching, mentoring and peer networks to move from ideas to action.

The strong involvement of ULG members in conducting interviews showed the value of **community-driven research**: it built trust, encouraged participation and reinforced a sense of belonging.

This pilot action became the foundation of **Intervention Area 3** in the IAP. More specifically:

- It validated the need for **Actions 3.4 (Activate coaching courses)** and **3.5 (Entrepreneurial attitudes demo)**, moving beyond mapping towards practical entrepreneurial support.
- It demonstrated the importance of **collaborative, non-competitive formats**, as peer-to-peer exchanges proved more engaging and effective than competitive models.
- It provided a **replicable methodology** for community-led mapping that can be scaled up and integrated with **personal skills mapping** in the future.

**Additional Operational Details** In addition to its main mapping activity, the ULG structured a more detailed process to explore and apply the results. This included:

**Tool Development and Platform Preparation** In addition to survey and interview tools, the group planned the development of a digital platform to showcase local skills and training opportunities, drawing inspiration from examples such as Spotify/SoundBetter. This “skills catalog” was conceived as a public tool to connect talent with local businesses, training institutions and opportunities.

**Stakeholder Engagement and Good Practices** ULG members conducted consultations with recruitment experts, training institutions and local employers to cross-reference data with existing job matching mechanisms. They also shared good practices and explored case studies (e.g. Maestrale, Rumundu) to inspire future actions.

**Online and Offline Activation** In parallel with mapping, the ULG envisioned a hybrid model of activation:

- Offline: using physical spaces in the city as venues for training, peer exchange, job days and public visibility events;
- Online: through digital showcases of skills, opportunities and training offers, hosted on institutional or project platforms.

**From Data to Action - Coaching and Demo Labs** Building on the mapping insights, the ULG started designing coaching programs and entrepreneurial attitude labs (Action 3.4 and 3.5). These aim to provide



early-stage support for talent development, focusing on idea validation, teamwork and capacity building before formal business planning.

**Funding and Public Support** The activities were partly supported through public investment, with the vision of activating structured, institutional coaching services as a form of social and economic investment. In addition, future co-financing may come from local sponsorships, public calls and beneficiary contributions at reduced rates.

**Strategic Relevance for the IAP** This extended action confirms that entrepreneurial activation in Alghero must go beyond training or business incubation alone. It requires:

- A shared infrastructure of knowledge (skills mapping, open platforms);
- Accessible coaching services and non-competitive peer networks;
- Physical and digital spaces of visibility, exchange and experimentation;
- Public commitment to invest in early-stage talent development.

## **Pilot Action 2 | Intervention Area 2 - Spaces and Services**

### **Specific Action - 2.2 Co-design of activities and activation of a community hub**

Simultaneously with the mapping activities, the ULG identified a lack of accessible and flexible spaces for young professionals, creatives and grassroots groups. This was considered a major obstacle to collaboration and community building in Alghero.

The group, together with Fondazione Alghero, supposed that opening symbolic or underutilized urban spaces, such as the Atelier spaces (managed by Fondazione), could stimulate collaboration, attract new projects, promote a sense of belonging among the younger generations and offer new opportunities to the city.

Together with the municipality, we are working on setting Ateliers 4 and 5 to host temporary community and entrepreneurial activities. The ULG has been invited to develop proposals for their use and has designed a light governance model: the idea is to launch a call for proposals aimed at local operators and groups, to regulate access and prevent conflicts between local stakeholders.

The early responses have been very positive: associations, youth groups, and informal networks have shown strong interest in using these spaces. The experiment has confirmed the need, but also the lack, of accessible venues: temporary or low-cost solutions can encourage participation. However, we believe that governance and coordination rules are essential

to sustain this phase of enhancement and avoid competition between groups.

The work currently being developed on the Ateliers will be linked to the mapping activities carried out by the ULG, so that the activation of the new space can be integrated into a territorial ecosystem that takes into account all the elements collected.

### **General Learnings**

- Testing actions moved us from assumptions to evidence, strengthening the operational base of the IAP by the ULG itself;
- Co-design proved most effective when it actively involved different and unexpected voices;
- Even simple infrastructure and clear rules can enable strong participation;
- The pilots promoted momentum and gave visibility to the project, increasing the credibility of the ULG and laying the groundwork for long-term sustainability;
- Throughout the process, the ULG played an active role not only during meetings but also in the field, showing that an engaged community can rediscover a sense of belonging and actively contribute to shaping its own city.

**Future steps** To strengthen and scale the “Mini Hub” model, the ULG foresees a series of future actions, including:

- A continuous dialogue and exchange of good practices, with similar hub initiatives across Europe;
- The launch of a new public call, to broaden access and diversify the range of activities hosted within Atelier 4 and 5;
- The development of training and capacity-building programs, aimed at community facilitators and operators which manage the spaces;
- The experimentation with network governance models to coordinate different users, activities and shared responsibilities;
- The design of evaluation tools to track impact, participation, and sustainability of the Mini Hub model over time.

These steps reflect the ULG’s vision of transforming temporary pilot spaces into lasting community assets, open, inclusive and co-managed.

The prototype will be built according to two fundamental elements for the design process:

**Structural elements and legal provisions** The beginning of use of the Ateliers by ULG will have to take into account the specific characteristics of the space from a structural point of view. Moreover, it will be essential to share the suitable administrative and legal arrangements to be put in place (e.g. collaboration agreements) and specifications related to insurance and

shared responsibility issues. This aspect is linked to the role of Fondazione Alghero in the continuation of the process.

**Guiding questions** The ULG will be guided through a series of questions aimed at identifying the activities that can be carried out within the ecosystem of spaces, together with the roles that the various organizations will play in the future project. (e.g. how do you imagine yourself within this system of spaces: do you think you want to use them? Do you have any proposals? What do you think you can do? What roles can emerge within the ULG with regard to this pilot action?) Brainstorming will help to understand how other organisations in the area can be engaged and how the Ateliers can communicate their activities (e.g. what other entities can be brought together and how? How can we promote the ateliers and engage in dialogue with the city? Can we imagine a shared management model?)

action	activities	time									
		trim 1	trim 2	trim 3	trim 4	trim 5	trim 6	trim 7	trim 8	trim 9	trim 10
ENTREPRENEURIAL ECOSYSTEM	piattaforma - ricerca / analisi > raccolta info										
	piattaforma - costruzione strumenti										
	vetrina										
	coaching										
	formazione										
	sviluppo idee di business										
		trim. 1	trim. 2	trim. 3	trim. 4	trim. 5	trim. 6	trim. 7	trim. 8	trim 9	trim 10
SPACES AND SERVICES	Interlocuzioni										
	buona pratiche										
	networking										
	call										
	formazione										
	potenziamento										

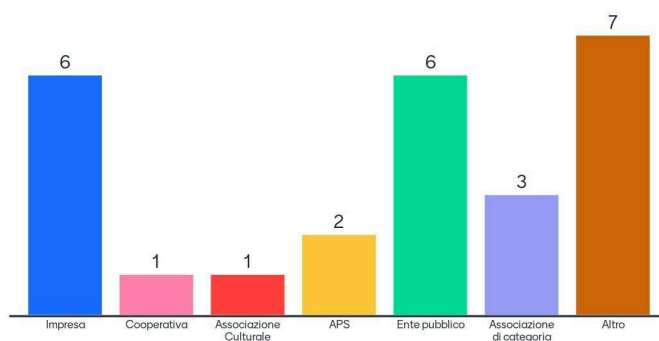
## 6. SUPPORTING DOCUMENTS

### 6.1. OUTCOMES OF THE ACTIVITY

The second meeting of C4talent – Urbact Local Group saw a diverse and varied composition of participants, who expressed interest in supporting the development of the process. The business sector and public entities were predominant, along with a strong representation of trade associations, non-profit organizations, cooperatives, and cultural associations. The initial data also highlight the presence of participants who do not fall into the categories mentioned above, but who can be considered part of a group representing active citizens within the local context.

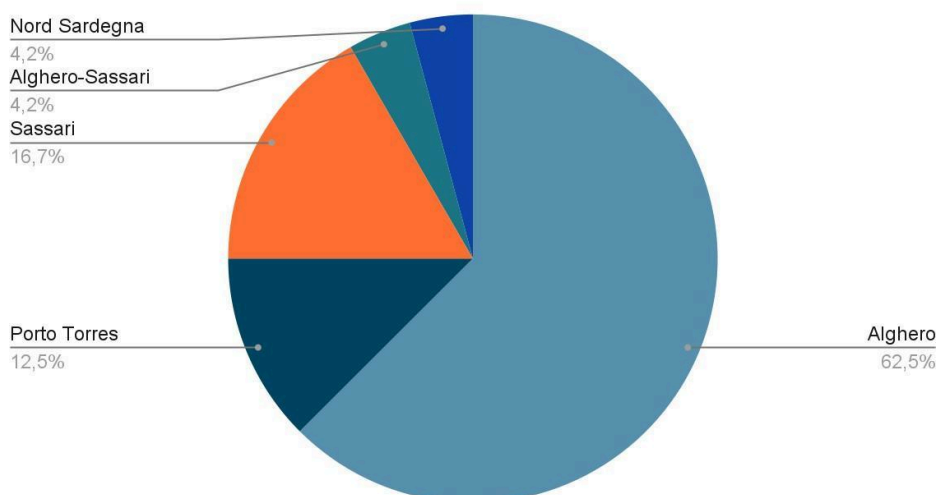
Mentimeter

### Chi sei?



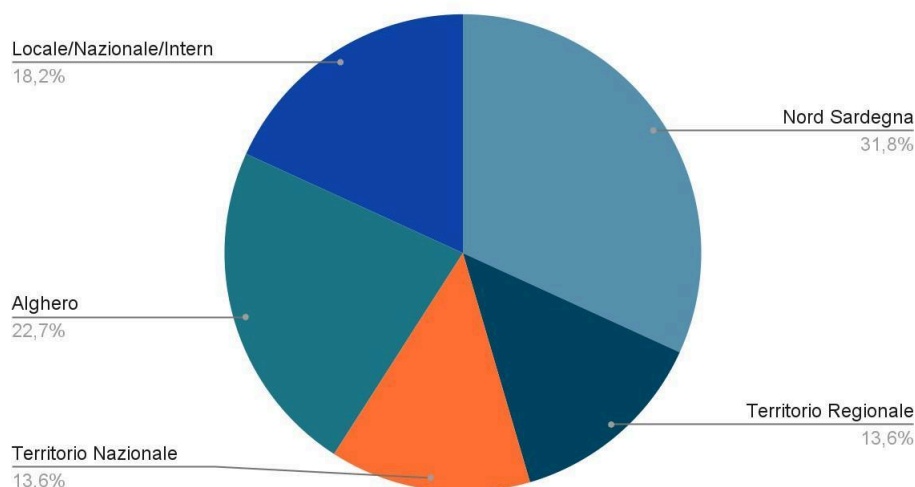
All the stakeholders belong to the territorial context of Alghero and have their operational base in northern Sardinia, with a prevalence of entities located in Alghero and Sassari, but also in the surrounding area and in Porto Torres, Oristano, and Olbia.

### Dove ha sede la tua attività/servizio?



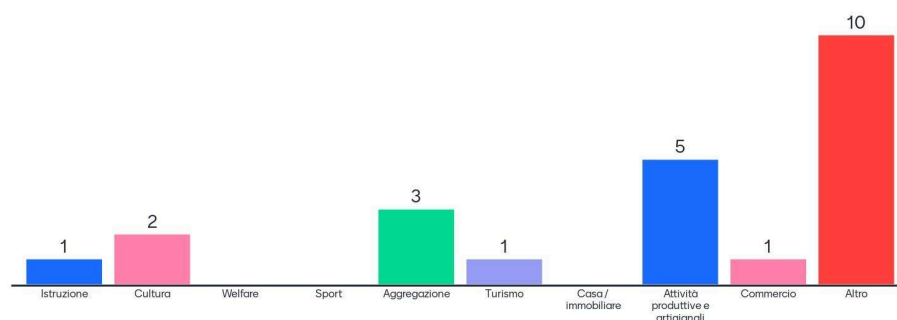
A majority of stakeholders focus their activities on the local, provincial, and regional context (16 participants), with a relatively significant representation of actors operating at national and international levels (6 participants).

### A quale territorio ti rivolgi?

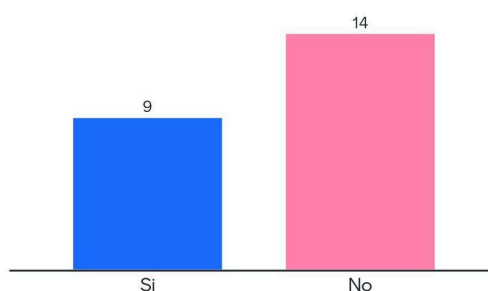


The areas of intervention will be further explored, given the difficulty participants had in identifying themselves within the predefined categories. There is a significant presence of stakeholders operating in the fields of productive and artisanal activities, as well as in the areas of community engagement and culture.

### In che settore/ambito operi?



### Conoscevi il progetto C4TALENT?



# Usa due parole per descrivere cosa ti aspetti da questo progetto

53 risposte

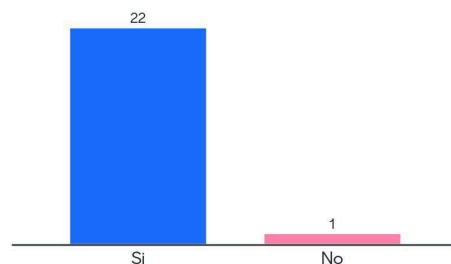


Residents' expectations are highly consistent with the goals and aims of the process and the project. This becomes evident primarily through the project's ability to:

- consolidate and generate new networks of actors and synergies within the territory;
- identify and address concrete needs;
- develop a detailed analysis of the area's critical issues and strengths;
- contribute to the creation of new processes of participation and shared action.

Mentimeter

## Ti senti "affine" con gli obiettivi del progetto?



8 23

Mentimeter

### Se si, perché?

NetworkingEsperienzaCreativitàEntusiasmo	Fare rete e partecipare alla crescita di questa città	Mission dell'associazione diffusione della cultura impresa	Rete territorio
Individuare esigenze concrete	In quanto gli obiettivi del progetto coincidono con quelli del mio lavoro.	Sviluppo locale nell'ambito della Blue Economy	Divulgazione culturale e polo aggregativo giovanile

## Se sì, perché?

Radicamento nel territorio e volontà di agire per lo sviluppo della città	Perché ho a che fare con diverse realtà del territorio	Conoscenza delle esigenze territoriali	Associazioni con Finalità sviluppo territorio
Contribuire a reare nuove aree di partecipazione e crescita	Per fare festa	Collaborare con passione e contribuire alla crescita della città e del territorio	Possibile sviluppo nuove collaborazioni

## Se sì, perché?

Per creare movimento artistico e culturale, tra artisti locali, nazionali e internazionali. Fare rete	Sviluppo in agricoltura e interconnessione ad una nuova rete anche con diversi stakeholder	Formazione	La mission della nostra aps è dare supporto alle nuove generazioni, tramite progetti di aggregazione. Cercare di contrastare il fenomeno dei cervelli in fuga.
Trovo sia ambizioso ma sono fiduciosa. La cosa che mi spaventa di più è la partecipazione da parte dei cittadini.	Piccole realtà che non dispongono di tanto tempo da dedicare ad attività diverse rispetto a quella principale	Tempistiche e case in affitto per chi si trasferisce ad Alghero	

The critical issues that emerge can mainly be attributed to three macro-categories:

- the difficulty of maintaining the local action group over the long term;
- implementation timelines;
- the complexity of the issues and challenges addressed within the territory.

## Quali difficoltà vedi in questo progetto?

La vincita della visione personale sopra quella comune.	Riuscire a mantenere alto l'interesse verso il progetto	Venir meno del coinvolgimento e dell'interesse	Comunicazione e condivisione tra i diversi stakeholder.
Poca chiarezza dell'impegno da investire	Piccole realtà che non dispongono di risorse da dedicare ad altre attività rispetto alla principale	Tempistiche e applicabilità	La casa per chi si vuole trasferire

### Quali difficoltà vedi in questo progetto?

Mentimeter

Tempo da dedicare. Spazi per incontrarsi e fare networking.	Tempistiche	Applicazione concreta del progetto	Tenere assieme gli stakeholders
Problematica molto complessa da affrontare.	Tempi disponibilità	Progetto ambizioso ma gli obiettivi saranno difficili da realizzare per i problemi concreti del territorio	Nessuna difficoltà

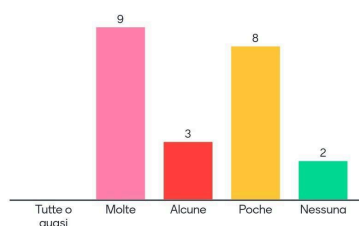
### Quali difficoltà vedi in questo progetto?

Mentimeter

Nessuna	Nessuna difficoltà	Nessuna
---------	--------------------	---------

From the question regarding the stakeholders involved and their mutual knowledge, a strong opportunity emerges — provided by the project — to activate new networks and consolidate existing ones, specifically in relation to the themes addressed in the project development phase.

### Guardati intorno:osci le persone attorno a te?



With regard to the strengths of the territory, it is interesting to observe how tourism — which in some discussions has been identified as a primary cause of the housing crisis — is at the same time considered a central strength, together with the area's rich natural and landscape heritage and its overall quality of life.



Regarding the weaknesses, it is important to highlight that the lack of mobility and transport infrastructure represents a major territorial gap, adding to the repeatedly mentioned difficulties related to housing.

Another point of interest concerns the role that the cultural sector can play as a driver of development, alongside the tourism sector.

## Ora parliamo del territorio di Alghero. Due parole per descriverne i punti di forza

51 risposte



## ... e due parole per indicare i punti di debolezza del tuo territorio

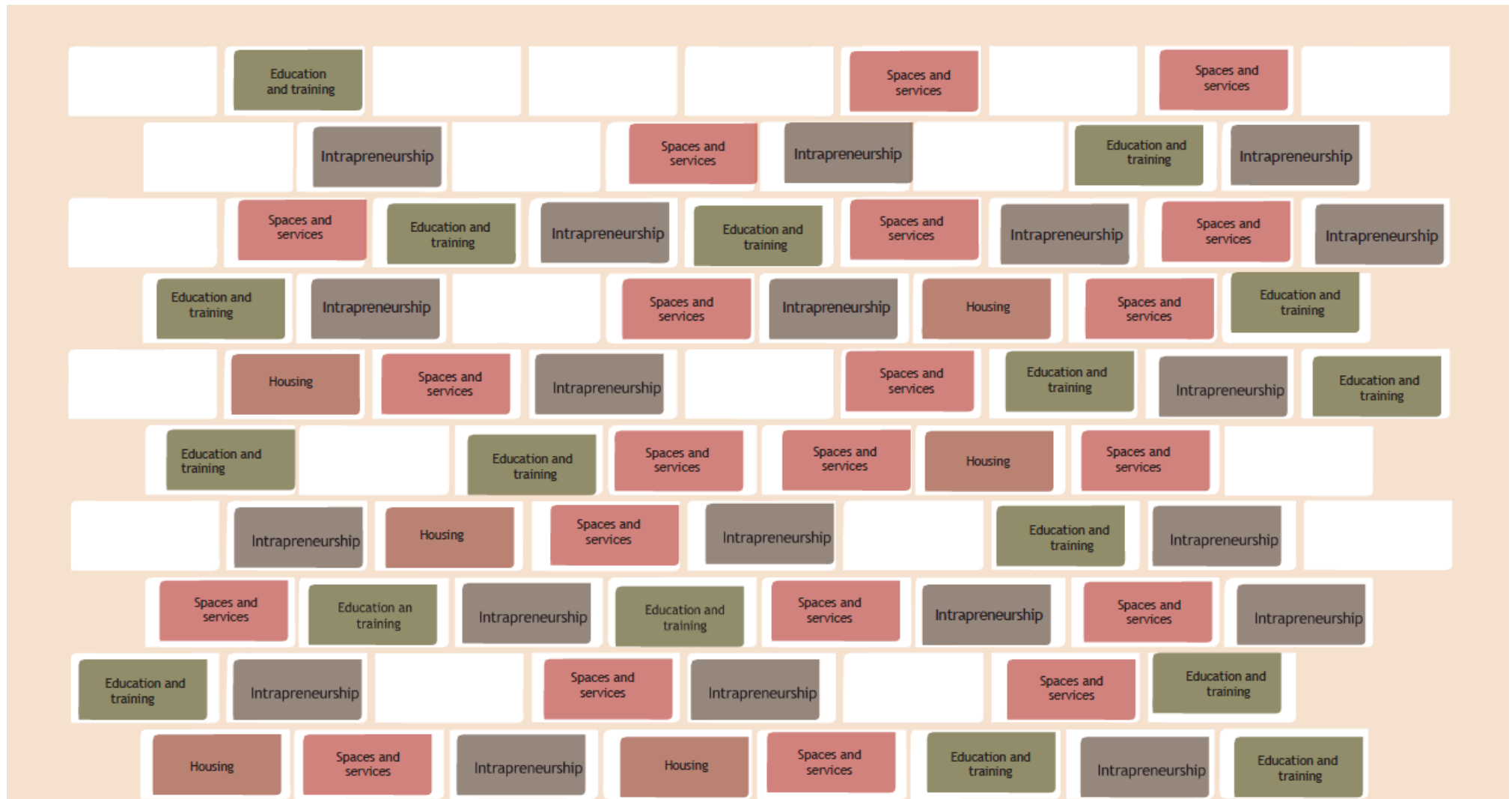
43 risposte



## Quanto peso dai a questi temi rispetto allo sviluppo del territorio?



# The construction site



## 6.3. PILOT ACTION – Mapping of Labour Demand and

### Territorial Skills Activity Overview

The activity began with the development of two parallel mappings through two dedicated working groups:

1. A **mapping of existing skills and professions** in the area, categorised into key sectors (agriculture, social, cultural, tourism, education, craftsmanship, manufacturing), based on insights gathered throughout the project and aligned with strategic focus areas;
2. A **mapping of labour demand and job opportunities**, aiming to identify the most active sectors in terms of job supply and the specific professional profiles in demand.

This mapping activity marked a natural evolution of the previously identified strategic directions, forming the foundation of the pilot action. It was built around the following objectives:

1. Expand available data on the local labour demand/supply relationship;
2. Gain detailed insight into the professional skills present in the Alghero area and identify sectors that require upskilling;
3. Increase the number of stakeholders and organisations actively involved in the project network;
4. Share and disseminate information useful for future public-private intervention strategies.

The reference area included Alghero's **urban**, **peri-urban**, and **rural** zones.

### Results of the Working Groups

#### 1. Mapping of Skills and Professions

Discussions revealed several key factors to consider before further developing the pilot action:

- **Networks:** There is a need to connect existing skills to activate collaborative networks. While such networks exist in productive sectors, they are still weak in areas such as textiles and scientific research.
- **Innovation:** To strengthen local capacity, participants highlighted the importance of shared tools for the appropriate use of artificial intelligence across various economic sectors.
- **Capacity Building:** There is a pressing need to consolidate knowledge related to EU funding opportunities. Currently, no structured public-private policy exists to fully leverage such funding.
- **Financial Support:** Closely linked to the previous point, it is crucial to provide economic support that allows lesser-represented skills and sectors to gain traction in the local economy.

**Key sectors and skills identified include:**

- **Culinary Tradition:** A widely distributed set of skills with deep roots in the local area, involving a broad range of professionals and organisations (e.g., agritourisms, associations, citizens). This knowledge is shared and innovatively expressed throughout Alghero.
- **Textiles:** Skills in the textile sector are diverse and often come from outside the territory. There is potential for synergies with both secondary and university-level education.
- **Social Sector:** Despite the presence of qualified professionals, there is a lack of dedicated spaces for social cohesion, non-formal education, and community building. Active citizenship is filling this gap, but it remains a critical area for local development.
- **Culture and Craftsmanship:** The area offers strong cultural programming across age groups, encompassing professionals in cultural animation and traditional crafts. A particular focus is placed on the coral processing industry, supported by the Coral Consortium. However, the industry faces challenges due to external factors like climate change.
- **Tourism:** The extra-hospitality sector has shown strong networking capacity, particularly through organisations like Domos and Welcome Alghero, which offer varied skills and services and activate complementary initiatives.

## 2. Mapping of Labour Demand and Job Opportunities

The collective analysis of labour demand in Alghero revealed several strategic opportunities, grouped by sector:

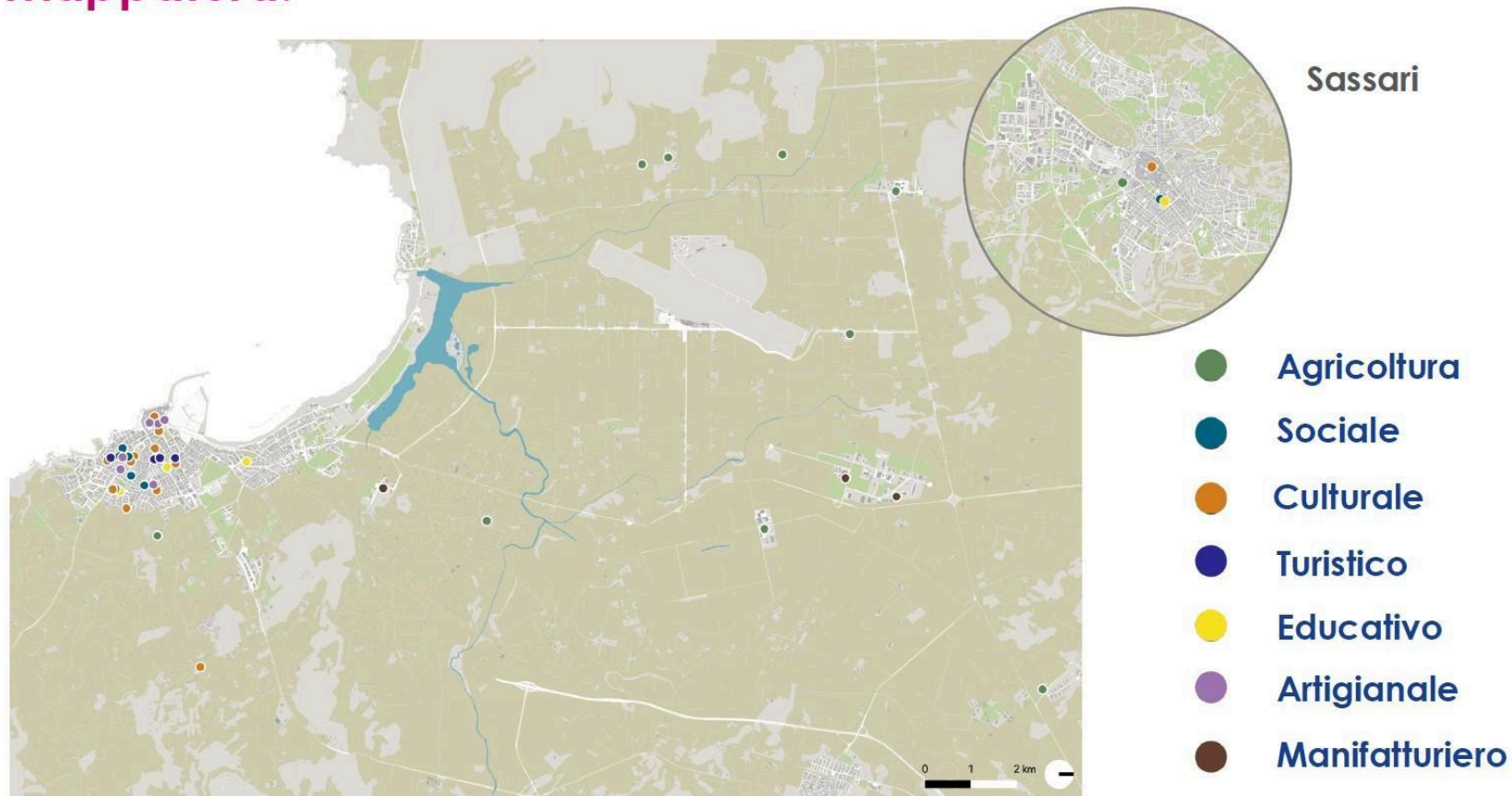
- **Arts and Culture:** Identified as a key sector for supporting professional roles within the artistic production chain, largely thanks to public backing. Relevant stakeholders include businesses, entrepreneurs, and Fondazione Alghero.
- **Craft and Design Hub:** There is strong potential to activate a space dedicated to craftsmanship and design, positioning local artisanship as a driver for place-based identity. This would require the emergence of hybrid professional figures who can combine artistic craftsmanship with event planning and territorial promotion. A synergy of this kind could help structurally integrate cultural programming with widespread artisanal and workshop-based activity.
- **Agriculture and Innovation:** A more central role should be given to the agricultural sector, which—through innovation—could foster new value chains combining agriculture and tourism, promoting “active tourism” and the rural identity of Alghero. There is also scope to develop training pathways related to agri-tech and technological innovation in farming.

As for **labour demand**, key insights include:

- A strong need for professionals in **tourism** and **local agriculture**;
- A growing demand for roles in **cultural animation** and **territorial marketing**.

**Relevant actors identified** in the cultural and creative sectors include: Spazio T, Teatro d’Inverno, Tratrì, Cabirol, NPC (cultural organisations) and in the audiovisual/communication sector: Studio Mentefredda, Studio S, Factory, Patta, Panoramika, Mouse.

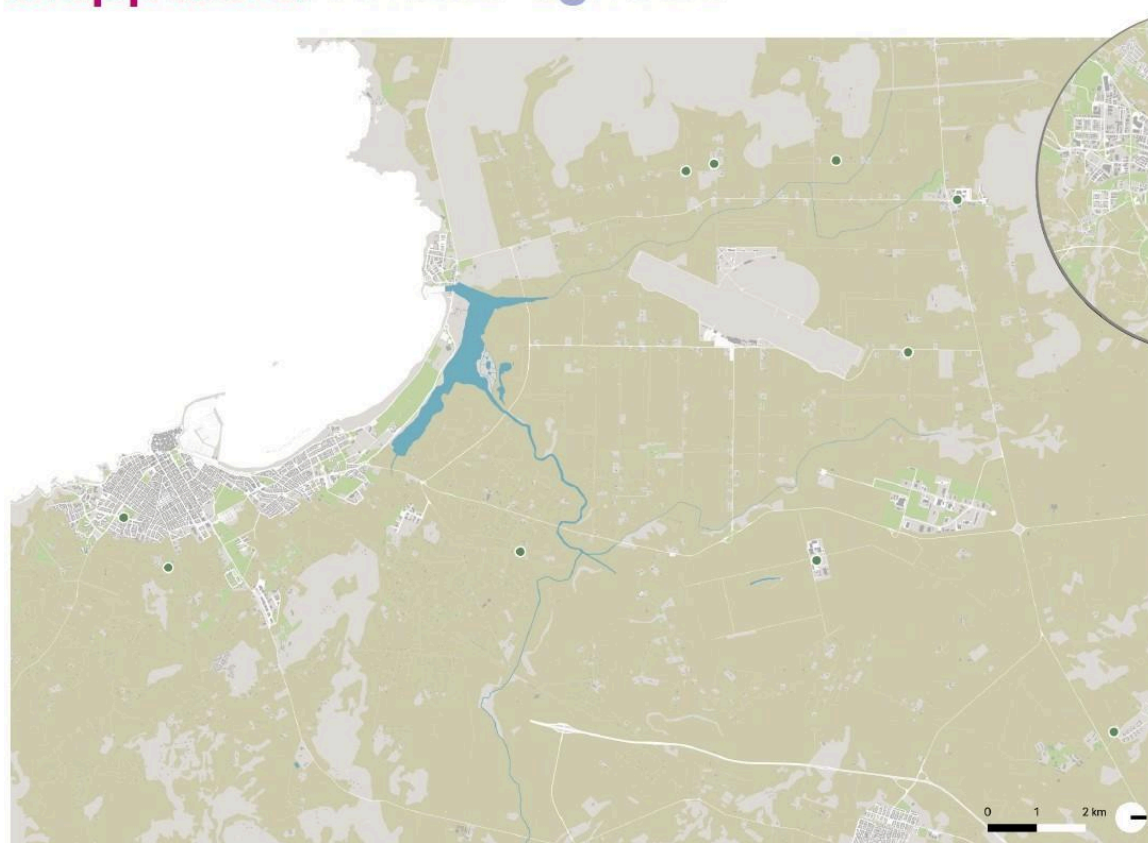
## Mappatura.







## Mappatura. Ambito agricolo



### Sassari

#### Agricoltura:

Domenico Manca SPA;  
Cantina Santa Maria La Palma;  
BioAgriturismo Nure;  
Sella&Mosca;  
Sa Mandra;  
Ledà;  
Correddu;  
Abinsula e Lify;  
Antonio Solinas  
Agritech/Agricoltura 4.0;  
L'orto sotto casa;  
Agricola Pi'n'Pi;  
Azienda agricola Deidda Marisa.





## Mappatura. Ambito sociale



### Sassari

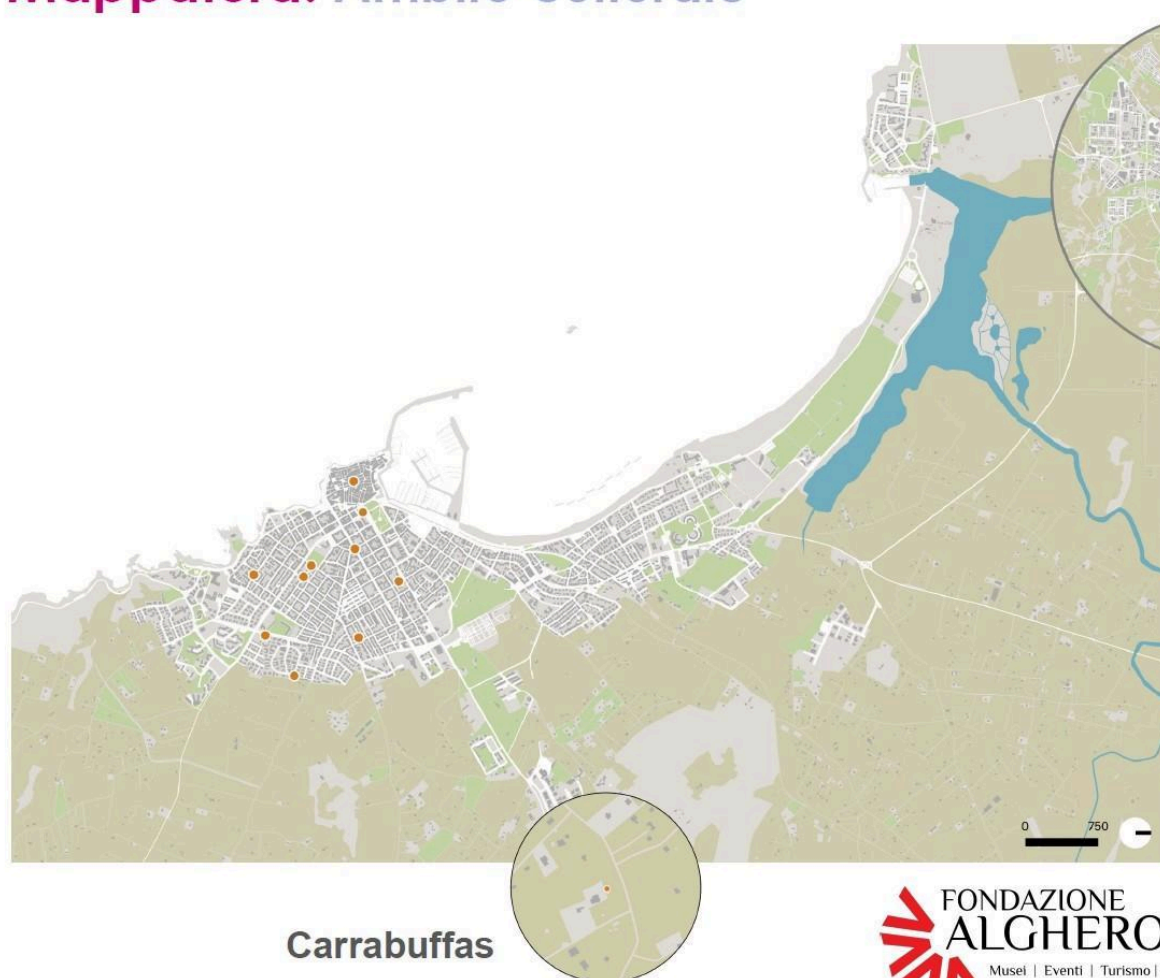
#### Sociale:

Ginquetes;  
Cooperativa Ecotoni;  
APS Anemone;  
Cooperativa sociale Perlafamiglia;  
Fondazione Albo di Osea;  
Acsc Onstage Alghero;  
Rete delle Donne;  
Le Ragazze Terribili;  
Barbara Vargiu;





## Mappatura. Ambito culturale



Carrabuffas

### Sassari

#### Culturale:

LoTeatri;  
Spazio T;  
Mordenti;  
Obra cultural;  
Tricirco;  
Giochedù di Eleonora Cattogno;  
Coral Aps;  
Ichnu;  
La Nuova Piccola Compagnia;  
Libreria Cyrano e il festival Dall'Altra  
Parte del Mare;  
Roble Factory;  
Studio 222;  
Insula Events;  
Sentieri Contemporanei



FONDAZIONE  
ALGHERO

Musei | Eventi | Turismo | Arte

URBACT



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## Mappatura. Ambito turistico



### Turistico:

Mentefredda;  
Consorzio Turistico Riviera  
del Corallo;  
Associazione Welcome to  
Alghero;  
Escursi;  
Dune viaggi;  
MARETERRA ONLUS;



URBACT







## Mappatura. Ambito educativo



### Sassari

#### Educativo:

Akròasis Aps;  
Associazione Arca in  
movimento;  
Le Ragazze Terribili;  
Asilo il Girotondo;  
Giochedù;



## Mappatura. Ambito artigianale



### Artigianale:

Marras;  
Artigiani orafi;  
Carmela Leo-Corallium Rubrum;  
Corrado Podda;  
Ichnos Design;  
Betta Ceramiche;  
Deisy Soulsoap;  
Massimo Siffu;



URBACT



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## Mappatura. Ambito manifatturiero



### Manifatturiero:

Stylegno;  
Nobentu;  
Deriu e Lupinu



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## **Agricoltura:**

Algherodoc.it;  
Domenico  
Manca SPA;  
Cantina Santa  
Maria La Palma;  
Claudio Simbula;  
San Giuliano;  
Nure;  
Sella&Mosca; Sa  
Mandra; Ledà;  
Correddu;  
Abinsula e Lifely;  
Antonio Solinas  
Agritech/Agricoltura  
4.0; L'orto  
sotto casa;  
Agricola PnP;  
azienda agricola  
Deidda Marisa.

## **Sociale:**

Ginquetes;  
Cooperativa  
Ecotoni; APS  
Anemone;  
Cooperativa  
sociale  
Perlafamiglia;  
Fondazione Albo  
di Osea; Acsd  
Onstage  
Alghero; Rete  
delle Donne; Le  
Ragazze Terribili;  
Barbara Vargiu;  
Coop Maniteese;

## **Culturale:**

LoTeatrì; Spazio T;  
Mordenti; Obra  
cultural; Tricirco;  
Giochedù di  
Eleonora  
Cattogno; Coral  
Aps; Ichnu; La  
Nuova Piccola  
Compagnia;  
Libreria Cyrano e  
il festival  
Dall'Altra Parte  
del Mare; Chiara  
Murru; Roble  
Factory; Studio  
222; Eleonora  
Cattogno; Insula  
Events; Gian  
Stefano Murru;  
Sentieri  
Contemporanei

## **Turistico:**

Mentefredda;  
Consorzio  
Turistico Riviera  
del Corallo;  
Antonella Succu;  
Associazione  
Welcome to  
Alghero; Escursi,  
Enrico di Crosta;  
Dune viaggi;  
MARETERRA  
ONLUS; Paola  
Gariglio

## **Educativo:**

Akròasis Aps;  
Associazione  
Arca in  
movimento;  
Annalisa Masala;  
Manuel Carboni;  
Claudio Simbula;  
Costantina  
Cossu; Marina  
Caria; Irene  
Dettori;  
Valentina  
Valente; Stefania  
Ambroggi;  
Koremamma; Le  
Ragazze Terribili;  
Barbara Vargiu;  
Asilo il Girotondo;  
Giochedù;

## **Artigianale:**

Marras; Artigiani  
orafi; Carmela  
Leo-Corallium  
Rubrum;  
Elisabetta Frau;  
Corrado Podda;  
Ichnos Design;  
Betta  
Ceramiche;  
Deisy Soulsoap;  
Massimo Siffu;

## **Manifatturiero:**

Stylegno; Nobentu;  
Deriu e Lupinu



**URBACT**



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Interreg

Action	Sub-action	Activities	Spaces and locations	Financial Resources	Fundraising	Involved Stakeholders	Beneficiaries
2	Entrepreneurial Ecosystem	<b>1. Mapping of skills and professions</b> <b>2. Mapping of job opportunities</b>	OFFLINE – The spaces where these activities are developed are places within the city: spaces that serve both as showcases and as sites for exchange and management of the local fabric, the area's economic energy, and institutional presence.  ONLINE – On existing platforms, which should be recognised and enhanced.	a. Activities carried out by the ULG and other local actors — to be engaged ad hoc depending on the specific activity — including as a follow-up to participation in funding opportunities;	a. Public calls and funding opportunities b. Sponsorships from local businesses c. Direct investments by institutions (based on expected social return) d. Co-financing by beneficiaries (at reduced or subsidised rates)	a. ULG (Urbact Local Group) b. Municipality of Alghero (enabling body and guarantor of institutional relationships) c. Fondazione Alghero, also acting as an enabler for project development and access to funding sources d. Employment companies (providing job opportunities as well as skills for training) e. Recruitment agencies (public/Aspal and private) f. Organisations specialised in entrepreneurial development support (incubators, business associations, Sviluppo Italia, etc.)	a. Citizens — especially working-age individuals to be retained or attracted back b. Businesses c. Professionals
		<b>3. Personal Skills mapping</b>		b. Direct public investment in dedicated personnel.			
		<b>4. Percorsi di coaching;</b>		Activities promoted by public institutions, even supported by contributions from the beneficiaries.			
		<b>5. Percorsi di sviluppo di attitudini imprenditoriali e imprenditive;</b>		Personnel costs for specialists involved in this type of pathway.			
		<b>6. Percorsi di formazio</b>		Activities promoted by public institutions, even supported by			



		ne specialis tica;	for visibility, self- representation, service delivery, job days, etc., in connection with urban spaces; c. Local professionals providing training.		contributions from the beneficiaries			
1	Spaces and Srvices	<p><b>1. Mapping of available properties and analysis of strategic spaces</b></p> <p>a. Activation of multi-level exploratory dialogues (Municipality, land registry, neighborhood committees, diocese, associations, universities, and schools) b. Sharing of best practices related to the activation of spaces within a shared online platform c. Networking and building connections to link physical and digital spaces</p>	<p>a. Call to action to engage other local stakeholders b. Call to action to engage facilitators and experts in participatory processes c. Training and networking at national, European, and Mediterranean levels d. Strengthening of human resources and fundraising for space management</p>	<p>OFFLINE – Available or potentially available properties within the urban context of Alghero, such as schools and the auditorium, together with city parks. ONLINE – A digital space for dialogue to facilitate the co- design of activities.</p>	Public funding with the contribution of the Municipality and the Region, together with the support of participating foundations.	Public calls and funding opportunities (municipal, regional, national, European).	<p>a. Municipality of Alghero b. Land Registry c. Neighborhood committees and associations d. Diocese e. Universities and schools f. Facilitators and experts in space management</p>	Students, neighborhood groups, elderly people, visitors, and committees.

