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INTEGRATED ACTION PLAN CITY OF BRINDISI

Remote Workers and Digital Nomads as a Lever
for Local Development and Urban Attractiveness

Remote-IT

Remote and Hybrid work for Thriving Cities



Municipality
of Brindisi

URBACT



Co-funded by
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Remote-IT is a Planning Network under the **URBACT** programme, funded by the European Commission through **URBACT IV (2021-2027)**. The network is led by the **Dubrovnik Development Agency (DURA)** in Croatia. Partner cities include: **Brindisi (Italy)**, **Bucharest Sector 6 (Romania)**, **Camara de Lobos (Portugal)**, **Heraklion (Greece)**, **Murcia (Spain)**, **Tartu (Estonia)**, and **Tirana (Albania)**.

The **Remote-IT** network addresses the new challenges cities are facing in relation to the future of work. The COVID-19 pandemic has accelerated the transformation of how work is organized, with hybrid and remote models significantly influencing citizens' daily lives as well as the organizational culture of major employers (both public and private). The Remote-IT city partnerships are collaboratively exploring this emerging theme in order to implement proactive urban policies.

URBACT is a European Territorial Cooperation programme aiming to promote integrated and sustainable urban development in cities across Europe. It is part of EU Cohesion Policy, co-financed by the **European Regional Development Fund (ERDF)**, the **27 Member States**, Norway, and **Switzerland**. It enables cities to collaborate in developing solutions to major urban challenges, reaffirming their key role in addressing increasingly complex social changes.



INDEX

Front matter	
Glossary	4
Mayor's letter	5
Executive summary of IAP	6
Section 1 - Context, needs and vision	10
1.1 City overview	10
1.2 Institutional context and political framework	11
1.3 Existing strategies and projects	11
1.4 Local stakeholders involvement	13
1.5 Challenges: problem tree	15
1.6 Target profiles	18
1.7 Vision	19
1.8 How your testing activities contributed to the IAP development	19
Section 2 - Overall logic and integrated approach	24
2.1 Overall logic of the integrated action plan (IAP)	24
2.2 Areas of intervention	25
2.3 Action table	26
Section 3 - Action planning details	30
3.1 Prioritization of actions	30
3.2 Action planning details	31
Section 4 - Implementation framework	36
4.1 Governance structure and stakeholders	36
4.2 Overall costings and funding strategy	38
4.3 Risk analysis	40
Conclusion	46

GLOSSARY

URBACT: A European programme for territorial cooperation, funded by the European Commission, designed to foster innovation in urban regeneration. It promotes the exchange of good practices among cities, focusing on participation, sustainability, and learning. During the 2014-2020 period, URBACT III focused on four objectives: strengthening implementation capacity, improving urban policy design and delivery, and sharing knowledge.

ULG (URBACT Local Group): A mandatory local group for each partner city, involving local stakeholders (administrations, citizens, NGOs, businesses) in the co-production of urban strategies and action plans.

Transnational Networks: Enable collaboration between European cities (EU, Norway, Switzerland) to address complex urban challenges, share experiences, and implement sustainable solutions.

SSA (Small Scale Actions): Pilot initiatives, short-term and low-risk, used to test innovative solutions locally before potential scaling.

Peer Learning: A key method of the programme, based on exchanges between peers within communities of practice at both local (ULG) and transnational levels.

Co-production: The highest level of participation in shaping urban policies, ensuring greater effectiveness through direct involvement of beneficiaries.

IAP (Integrated Action Plan): The concrete outcome of each URBACT project, developed in a participatory and integrated way, to address specific local challenges with a multidimensional and transnational approach.

MAYOR'S LETTER

The phenomenon of remote work is deeply reshaping how we live, work, and move. More and more people—professionals, creatives, entrepreneurs—are choosing to relocate in search of places that offer not only digital connectivity but also quality of life, wellbeing, efficient services, and a genuine connection to local territory.

Brindisi wants to be one of these places.

With the REMOTE-IT project, we aim to make our city more accessible, sustainable, inclusive, and attractive—also for digital nomads, who today represent a new form of temporary but conscious and participatory citizenship.

To meet this challenge, we are building an urban vision that integrates technology, innovation, and social cohesion. We want to develop co-working and co-living spaces, advanced digital infrastructure, personalized services, and above all a welcoming city that sustainably and inclusively enhances its neighborhoods, local culture, and citizen participation.

We have already begun this journey with initiatives like the “Case di Quartiere” project, which was awarded the URBACT Good Practice 2025 label. This is an important signal that shows how Brindisi is already experimenting with innovative models of urban governance and social inclusion.

The Integrated Action Plan (IAP) is the result of a shared, participatory effort that takes into account the real needs of the territory and the aspirations of a city that wants to look ahead, open to the world, without losing its identity.

Our commitment is clear: to transform Brindisi into a dynamic, attractive, and livable city, where it is possible to balance work and quality of life—not only for its residents, but also for those who choose to live here, even just for a while, bringing with them experience, skills, and new visions.

Thanks to all those contributing to this journey. Together, we can build a Brindisi that leads the way in urban and digital transition, capable of embracing change and turning it into a driver of development.

Mayor
Giuseppe Marchionna

EXECUTIVE SUMMARY OF IAP



This Integrated Action Plan (IAP) outlines Brindisi's strategic approach to becoming an attractive, resilient, and future-ready destination for remote workers and digital nomads. Developed within the URBACT IV "Remote-IT" network, the plan leverages remote work as a driver of economic diversification, social inclusion, and urban regeneration in a post-pandemic context.

Brindisi—a medium-sized city in Southern Italy—combines a strategic location, international transport links, cultural heritage, and natural beauty. Despite challenges such as youth emigration, unemployment, and digital infrastructure gaps, the city holds strong potential to redefine its trajectory through inclusive and targeted interventions.

Remote work is not seen merely as a sectoral trend, but as a strategic lever to address deep-rooted socio-economic issues and unlock urban regeneration.

The remote workers digital nomads can represent an opportunity of comparison, exchange, cross fertilization and growth. By embracing new work models and digital opportunities, Brindisi seeks to become a welcoming, connected, and sustainable city—capable of revitalizing its neighborhoods, empowering its communities, and attracting global talent.

Thanks to an extensive co-creation process with local stakeholders—coordinated through the URBACT Local Group (ULG)—the IAP defines five specific objectives:



- 1 Integrated digital ecosystem:** Create a centralized platform to connect remote workers with services, housing, coworking spaces, and public administration, alongside digital training for institutions and businesses.
- 2 Access to information & local engagement:** Develop multilingual portals and info points, and promote inclusive communication campaigns to welcome newcomers.
- 3 International promotion & social integration:** Launch global marketing initiatives, build alliances with nomad networks, and foster community-building through events and hospitality training.
- 4 Flexible & affordable housing:** Reuse vacant properties for co-living, support housing platforms, and balance demand and supply.
- 5 Workspaces & skills:** Establish public coworking spaces and deliver training to boost digital skills and local innovation.

A pilot action in 2025 ("Ninja Nomads") tested Brindisi's appeal to nomads. Despite limited uptake, it provided critical lessons on planning, infrastructure, and communication strategies. The IAP is backed by EU and national funding (ERDF, ESF+, PNRR), and includes concrete indicators, timelines, and monitoring tools such as

a digital dashboard and biannual progress reports. By 2035, Brindisi aims to become a European model of a city that blends digital innovation with Mediterranean quality of life—attracting talent, empowering communities, and making urban transformation inclusive, sustainable, and future-facing.

1. EU/URBACT framework and transnational network

Brindisi's membership in the REMOTE-IT network of URBACT IV and the start of joint work with partner cities on remote work as a driver of urban development.



2. Activation of the local group (ULG)

Establishment of the URBACT Local Group with administration, businesses, the third sector, universities, and citizens; organization of 10 meetings following the URBACT methodology for listening, analysis, and discussion.



3. International peer learning

Sharing of good practices identified during visits/exchanges with Dubrovnik, Murcia, Tartu, Câmara de Lobos, Tirana, Heraklion, and Bucharest, later brought back into the ULG.



4. Context analysis and problem tree

Mapping of critical issues (fragmented digital infrastructures, limited accessibility of information, low international visibility, insufficient flexible housing, shortage of spaces/skills) and opportunities/threats.



5. Definition of targets and vision

Identification of target profiles (young professionals, remote-working families, public administration employees) and the vision *BRINDISI2035* as an authentic, accessible, and digital city.

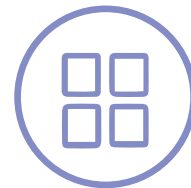
6. Experimentation (Small-Scale Action)

"Ninja Nomads" pilot project with a targeted campaign and activities open to nomads present in the city; collection of lessons on timing, housing, media budget, infrastructure, and partnerships, later integrated into the plan.



7. Integrated logic framework and intervention areas

Development of the integrated approach and five areas/objectives (digital ecosystem; access to information; promotion and integration; flexible housing; work and training spaces).



8. Co-design of actions and Action Table

Translation of objectives into actions with expected outputs, indicators, and timelines (multilingual portal, info point, campaigns, platforms, coworking, training, networking).



9. Participatory prioritization

During the 7th ULG meeting, evaluation of actions using shared criteria (impact, feasibility, social benefits, policy alignment, capacity to mobilize resources) and definition of priorities.



10. Implementation framework

Definition of governance (Municipality, University, businesses, third sector, STP), financing strategy (ERDF/ESF+, PON Metro Plus, PNRR, INTERREG), monitoring (dashboard, semi-annual reports, ULG review), and risk analysis with mitigation measures.



SECTION 1 CONTEXT, NEEDS AND VISION

1.1 City Overview

Brindisi, a medium-sized city in southeastern Apulia with around 87,000 inhabitants, plays a strategic role in transport and logistics thanks to its Adriatic port and a UN logistics hub. Historically rooted in heavy industry—especially chemicals and manufacturing—the city experienced rapid growth during the 1960s-1980s, but has since faced industrial decline, job losses, and youth outmigration.

Between 2001 and 2021, the population fell by nearly 10%, with a growing share of elderly residents and high unemployment rates (14% overall, over 30% for youth), reflecting a fragile labor market. Brindisi's economy remains heavily reliant on vulnerable sectors like logistics, manufacturing, and agriculture, while the digital transition lags due to limited tech investment and skills mismatch.

Despite these challenges, the city has valuable assets: historical and artistic heritage, natural beauty, a mild climate, and a strategic location bridging Italy, the Balkans, and the Mediterranean. Yet tourism remains underdeveloped, and the city is still seeking a clear path to diversification.

Brindisi is now in a phase of transition—aiming to unlock the value of its cultural and spatial resources. The reuse of abandoned urban spaces offers opportunities to pilot new regeneration models and foster inclusive, innovative, and sustainable growth. In this context, an integrated development strategy is essential to reposition the city as attractive, resilient, and aligned with emerging lifestyles and remote work trends.

1.2 Institutional context and political framework

The Municipality of Brindisi is the lead authority for urban and economic development, working closely with regional and national bodies. The Apulia Region promotes broader development through strategies like “Puglia 365” for tourism and culture, while the Italian Government supports talent attraction with tools such as the Law for Returning Workers and the Digital Nomad Visa.

Although the Region is aligning with global trends—e.g., through the #mareAsinistra program to attract and retain talent—Brindisi still lacks a cohesive strategy to fully harness the potential of remote work. Coordination among key stakeholders (businesses, academia, civil society) remains in progress.

Apulia is increasingly positioned as an innovation-driven and internationally oriented region, investing in research, skills development, and strategic sectors like digital tech, health, agri-food, and advanced mechanics—supported by European and national funds with a 2030 horizon.

1.3 Existing strategies and projects

Brindisi has access to a broad range of European funding instruments—such as ERDF, ESF+, PNRR, PON Metro Plus, and the CIS—which support digital infrastructure, urban services, and human capital, all key to fostering remote work and high quality of life.

While the city has made progress in urban regeneration and social inclusion, it still lacks a clear and integrated strategy to connect remote work to its economic and spatial development. In the current context of global digital transformation, this represents a missed opportunity.

Over the past seven years, Brindisi has launched a collaborative process of urban, cultural, and social change, involving citizens, businesses, universities, and civil society. This has led to several nationally and internationally recognized initiatives. However, more coordination and a shared long-term vision are still needed.



Urban regeneration efforts have focused on repurposing unused public spaces into coworking hubs, cultural venues, and training centers—often in partnership with the third sector. Projects like Brindisi Smart Lab, Riusa Brindisi, Neighborhood Houses, and Casa della Musica have strengthened the social fabric. Other initiatives, including the House of Cultures and PON Metro Plus, contribute to building a more inclusive and dynamic city.

In tourism and territorial promotion, Brindisi is adopting a model based on sustainability, accessibility, and local engagement. Projects like Brindisea (QR-coded cultural sites) and the renovation of the Youth Hostel enhance youth tourism. Notably, Airbnb selected Brindisi among the world's top 20 digital nomad destinations.

The “Brindisi-Lecce-Adriatic Coast” development contract has funded over €52 million in strategic projects—such as the reuse of the former Collegio Tormaseo and Sant’Andrea island. Other cultural and tourism efforts, supported by the Alto Salento LAG and projects like ADRINCLUSIVE, promote inclusive and accessible experiences.


On social cohesion, the city has worked to reclaim over 100 confiscated properties through the Circolo della Legalità and similar initiatives like Brindisi per Bene, turning them into community assets and spaces for inclusion and employment.

Finally, youth-focused policies have addressed unemployment and emigration with initiatives like Galattica, Brindisi Orienta, and Giovani e Impresa, promoting guidance, active citizenship, and entrepreneurship.

Altogether, these experiences offer a solid base to position Brindisi as a welcoming and forward-looking city for digital nomads—provided future investments target digital infrastructure, flexible housing, and international visibility.



1.4 Local stakeholders involvement



With its participation in the **URBACT REMOTE-IT project**, the Municipality of Brindisi has launched a **structured and participatory process** aimed at rethinking urban policies in an innovative way, with the goal of making the city more attractive to digital nomads and better equipped to face the challenges of remote work.


One of the first steps was the public call for the establishment of the **URBACT Local Group (ULG)**—a local working group composed of selected public and private stakeholders representing the various facets of the city. These include representatives from the municipal administration, third-sector operators, local businesses and startups, training and research institutions, cultural and youth associations, professionals, and active citizens.

The **ULG acts as a collaborative urban laboratory**, where diverse ideas, skills, and experiences come together to co-design concrete solutions and local actions to be included in the IAP, from planning through to implementation and ongoing improvement.

The **10 ULG meetings** followed the **URBACT methodology**, in line with the roadmap set by the Lead Expert, applying URBACT toolbox tools to conduct joint listening and analysis of local needs, identify challenges and opportunities, define priorities, and **co-create actions** to be implemented locally.

The group—whose membership evolved over the course of the project—explored solutions to improve the city's attractiveness by integrating aspects related to **flexible workspaces, digital services, hospitality, and quality of life**.

Within ULG meetings, **learnings from transnational exchanges** in partner cities were shared. Brindisi drew inspiration from the following experiences:



City	Key Learnings & Inspirations
Dubrovnik	<ul style="list-style-type: none"> - Longstay website - Shared governance for city promotion - Anti-overtourism strategies
Murcia	<ul style="list-style-type: none"> - Audiovisual industry as a tool for territorial promotion
Tartu	<ul style="list-style-type: none"> - Strong digital infrastructure; attraction of youth - Service innovation
Camara de Lobos	<ul style="list-style-type: none"> - Cultural festivals for environmental messages - Coordinated hospitality with private sector
Tirana	<ul style="list-style-type: none"> - Piramida cultural hub - Policies to reduce diaspora - Creation of economic free zone
Heraklion	<ul style="list-style-type: none"> - Cultural conference center with different spaces conceived for all kind of event - Model of work about peer review
Bucharest	<ul style="list-style-type: none"> - Coworkig with a structure and tools really conceived to the needs of different kind of coworkers

ULG: Stakeholders

Institutions & Associations

a.r.t.i.
Agenzia regionale
per la tecnologia
e l'innovazione

**Legami
di comunità**

stp



Tourism Operators

Giunco

Associazione
**Brindisi e
le Antiche Strade**

Thalassia

CNA

**B&B IN RETE BRINDISI
GRANDE SALENTO**

L'ALTROSALENTO

Boatworking

HOTEL ORIENTALE

**ASSO CIRCOLO
REMERO BRINDISI**

**MOLO 12 BRINDISI
COWORKING & MAKER SPACE**

CIRCOLO DELLA VELA BRINDISI

**CASE DI
QUARTIERE
BRINDISI**

1.5 Challenges: problem tree

Despite its environmental, logistical, and cultural potential, Brindisi is still not perceived or structured as an attractive city for digital nomads and remote workers. This represents the core issue, around which a series of underlying causes and systemic consequences revolve, limiting opportunities for local development, social innovation, and urban regeneration.

Through the participatory process, five main root causes were identified:



Fragmented digital infrastructure and services

Internet coverage is uneven; coworking spaces are limited and under-equipped; no integrated platform connects services like housing, jobs, or mobility. Digital public services are not user-friendly for international or temporary users.



Limited access to information and local engagement

Information for remote workers is scattered, mostly monolingual, and hard to find. Communication between institutions and newcomers is weak, and there are few welcoming spaces or a strong culture of hospitality.



Not recognition as international destination

Brindisi is not present in major nomad networks and lacks partnerships with global platforms or targeted promotion. Efforts to integrate foreign workers are fragmented.



Difficulty to find flexible and affordable accommodation solutions

Many properties are unused, while flexible, affordable housing options for mobile professionals are scarce. The rental market lacks regulation, potentially excluding both locals and newcomers.



Insufficient availability of work and training spaces

Coworking spaces are insufficient, and training on digital skills or flexible work is lacking for citizens, businesses, and public entities.

While Brindisi has considerable potential, it has not yet managed to position itself as an attractive destination for digital nomads and remote workers. This lack of appeal represents a missed opportunity for the city's economic, cultural, and employment development. Opportunities offered by remote work—in terms of investment, skills exchange, and social innovation—are not being captured, leaving Brindisi on the sidelines of a transformation already underway elsewhere.

At the same time, Brindisi's available resources—such as EU funds, urban assets, public spaces, and social capital—are not being fully leveraged. The absence of a unified strategy and integrated governance means many initiatives remain isolated or episodic, with little systemic impact.

There is also a real risk of social exclusion and widening inequality. Without an inclusive approach, the arrival of new residents, international workers, or highly skilled freelancers could have negative effects on the local community. Rising rents, gentrification, cultural barriers, and perceptions of disconnect between “old” and “new” residents are dynamics already seen in other cities, which Brindisi must proactively address.

Lastly, urban development without careful, shared planning risks undermining the city's overall sustainability. Without a participatory and integrated approach, there is a danger of land consumption, public resource waste, and reduced quality of life for both longtime residents and newcomers.



Opportunities	Threats
<ul style="list-style-type: none"> - Brindisi is one of Airbnb's 20 selected destinations to attract digital nomads, increasing its international visibility. - The city is eligible for numerous EU funds (ERDF, ESF+, PON Metro Plus, CIS, NRRP), which can finance digital infrastructure, workspaces, co-living, and training. - An existing network of projects (e.g., Brindisi Smart Lab, Riusa Brindisi, Case di Quartiere) provides a concrete foundation for new remote work initiatives. - The strategic port and UN logistics hub are unique infrastructural assets in the Mediterranean. - The cost of living is competitive compared to cities like Rome, Milan, or major European hubs, appealing to mobile professionals. - Increasing cultural openness and local alliances among public authorities, universities, businesses, and the third sector enable experimentation with participatory and inclusive governance models. - Growing interest in experiential and sustainable tourism aligns well with remote workers' lifestyle preferences. 	<ul style="list-style-type: none"> - Digital connectivity is uneven, and services for international workers (e.g., mobility, multilingual help desks) are still underdeveloped. - Brindisi faces demographic fragility: population aging, youth emigration, and a lack of digital skills may hinder ecosystem development. - Other national and international destinations (e.g., Lisbon, Valencia, Palermo) are already more established and recognizable in the digital nomad market. - Risks of gentrification and rising housing costs could cause conflict with local residents if not managed with inclusive policies. - Institutional fragmentation and a lack of stable governance could slow down project implementation. - Limited ongoing cultural and recreational offerings may reduce the city's ability to retain talent long-term. - Delays in implementing the national digital nomad visa could hinder short-term international appeal. - Environmental pressures (e.g., heatwaves, waste management, land consumption) could threaten quality of life if not addressed sustainably.

1.6 Target profiles

Brindisi's strategy to attract remote workers targets three main profiles:



Young professionals:

individuals coming from large cities who are seeking a better quality of life at a lower cost, while maintaining career opportunities in sectors like digital marketing, copywriting, or social media management. Brindisi appeals to this group with its relaxed lifestyle, walkability, bike-friendly environment, mild climate, and proximity to the sea, offering outdoor activities such as surfing and kayaking. A well-connected airport is an additional advantage.



Remote working families:

established professionals with children looking for a quieter and safer environment with good services like schools and recreational activities. Brindisi offers accessible housing, a wealth of local culture, green spaces, and a laid-back lifestyle, attracting families seeking a better work-life balance.



Public sector employees:

particularly employees of the Municipality of Brindisi, who benefit from an innovative remote working strategy. This group finds in Brindisi an ideal environment to carry out their work remotely, thanks to the presence of modern and well-equipped coworking spaces spread throughout the city. These factors allow for a better balance between professional and personal life.

1.7 Vision

BRINDISI 2035: a more ACCESSIBLE and sustainable city with a high quality of work-life balance able to attract digital nomads.

Brindisi aims to become a leading European hub for remote work, attracting international professionals through an innovative, digital, sustainable, and socially inclusive urban ecosystem. The city seeks to enhance its historical and cultural identity by integrating smart infrastructure, accessible services, and flexible housing opportunities to create an environment where remote workers and the local community can live, collaborate, and thrive together. The plan aims to generate lasting economic impact by positioning Brindisi internationally as a model for welcoming and innovative remote work practices.

1.8 How Your Testing Activities Contributed to the IAP Development

As part of the REMOTE IT project, the Municipality of Brindisi chose to implement a pilot action involving the creation and promotion of a demo package designed to attract digital nomads to the city.

This experiment—aimed at co-designing and promoting a curated one-month stay (from April 21 to May 12, 2025) in Brindisi for a small pilot group of digital nomads at a convenient price—was designed to achieve several goals, including:

- Launching a small-scale targeted international marketing campaign through dedicated channels to promote the city and increase its visibility.
- Involving spaces, economic operators, and associations to create an initial network of stakeholders in Brindisi capable of welcoming digital nomads.
- Selecting participants (Ninja Nomads) who had already experienced the digital nomad lifestyle elsewhere in the world to gather reliable and credible feedback on the services offered in Brindisi.
- Understanding the city's attractiveness to digital nomads, based on how the proposed package was structured and received.

The pilot action was chosen from three alternatives presented during the 6th ULG meeting, where participants agreed that the selected approach would provide greater insights into the topic, while testing on a small scale the main action lines of the IAP, such as communication, service integration, stakeholder awareness, and overall understanding of the digital nomad phenomenon in Brindisi.

Following the promotion campaign—launched in March 2025 with a limited budget of €8,000 through dedicated channels and project partners, reaching xxx users—despite numerous social media views and 25 information requests, no new arrivals were ultimately generated by the attraction campaign.

From an initial evaluation of the activity, several insights emerged:

Macroeconomic factors

1. Return to Office (RTO):

Recent mandates from government agencies and companies, especially in the U.S., have limited the number of employees free to work remotely for extended periods. According to a recent Forbes survey, 60% of remote workers say their employers now require more in-office time.

2. Uncertainty:

Economic and political instability—especially in the U.S. (mass layoffs, tariffs)—and global geopolitical tensions are discouraging unplanned travel.

3. More demanding digital nomads, saturated and sophisticated market:

Compared to 2022, there's a decrease in "occasional" nomads. Those pursuing nomadism as a lifestyle now prefer destinations with established communities and permanent coworking/coliving infrastructure.

Discussions with sector experts (Tursi Digital Nomads, Taste Remote, Avnea) confirm a drop in average participants per program from about 25 in 2024 to just 4-5 this year.

Algorithmic factors

1. Less organic reach on Facebook:

In past years, Facebook groups were a key organic channel for promoting digital nomad experiences and retreats. Now, this channel is becoming less effective.

2. Overall decline in Facebook traffic

Facebook's algorithm suppresses organic reach of posts with promotional offers to encourage paid ads

Organizational factors

1. Short timeline: Communication only started six weeks before the planned start date—insufficient for travel planning and for the marketing team to test and optimize messaging.

No time to build meaningful partnerships with influencers with significant followings.

2. No advertising budget: Difficulty confirming a budget for sponsored ads in time to launch effectively. (Algorithms need time to learn how to reach the right people; short campaigns are not recommended.)

3. Lack of suitable accommodations for collaboration: Couldn't include overnight stay packages due to unavailability of appropriate lodging. The only structure with 7 bedrooms (Villa Anna) was not available.

The timing clashed with three holidays (Easter, April 25, May 1), making it even harder to find suitable facilities.

4. Delay in finalizing details:

Couldn't fully convey the value of the package due to difficulties confirming the event schedule with involved operators.

This experience taught us that:

- The digital nomad market is becoming more selective and saturated.
- You cannot improvise a successful experience without confirmed logistics at least three months in advance.
- It's crucial to collaborate with a suitable accommodation provider offering off-season rates.
- A promotional budget must be planned—organic reach alone is no longer sufficient.

IAP Key Points

Objective 1 Integrated Digital Ecosystem

- Centralized digital platform for municipal services
- Assessment of essential services (on-site/digital)
- Digital training for public administration and businesses
- Public-private partnership roundtables



Objective 2 Access to Information

- Multilingual information portal
- 5 city Info Points in stations, historic center, coworking spaces
- Awareness campaigns in neighborhoods and public spaces





Objective 5 Work & Training Spaces

- 3 fully equipped public coworking spaces in repurposed public buildings
- Training programs for public administration, businesses, and citizens
- Networking events and initiatives



Objective 4 Flexible Housing Supply

- Housing platform
- Partnerships for co-living in reused properties
- Help desks for managing housing demand/supply



Objective 3 Promotion & Integration

- International marketing campaigns
- Collaborations with global platforms (e.g., Nomad List)
- Networking events in public spaces and coworking hubs
- Training for local hospitality

SECTION 2 OVERALL LOGIC AND INTEGRATED APPROACH

2.1 Overall logic of the Integrated Action Plan (IAP)

The Brindisi Integrated Action Plan (IAP) outlines a coordinated and innovative urban strategy to transform the city into an attractive and sustainable European hub for remote work. Responding to the growing global demand for flexible, digital, and decentralized work models, the plan aims to create an inclusive, connected, and resilient ecosystem capable of delivering tangible benefits to residents, professionals, and businesses.

Brindisi aims to attract digital nomads not merely as a trend, but as a strategic lever to diversify its economy, reverse demographic decline, and foster inclusive urban regeneration. Remote work is seen as an opportunity to reposition the city as a vibrant, connected, and future-oriented Mediterranean hub. Each specific objective is therefore designed not only to deliver measurable outputs, but to contribute to deeper structural transformations—such as youth retention, economic diversification, and greater social cohesion.

The IAP does not merely seek to attract digital nomads, but strives to generate a lasting structural impact on Brindisi's urban, social, and economic fabric. The overall objective is to transform Brindisi into an open and welcoming city capable of:

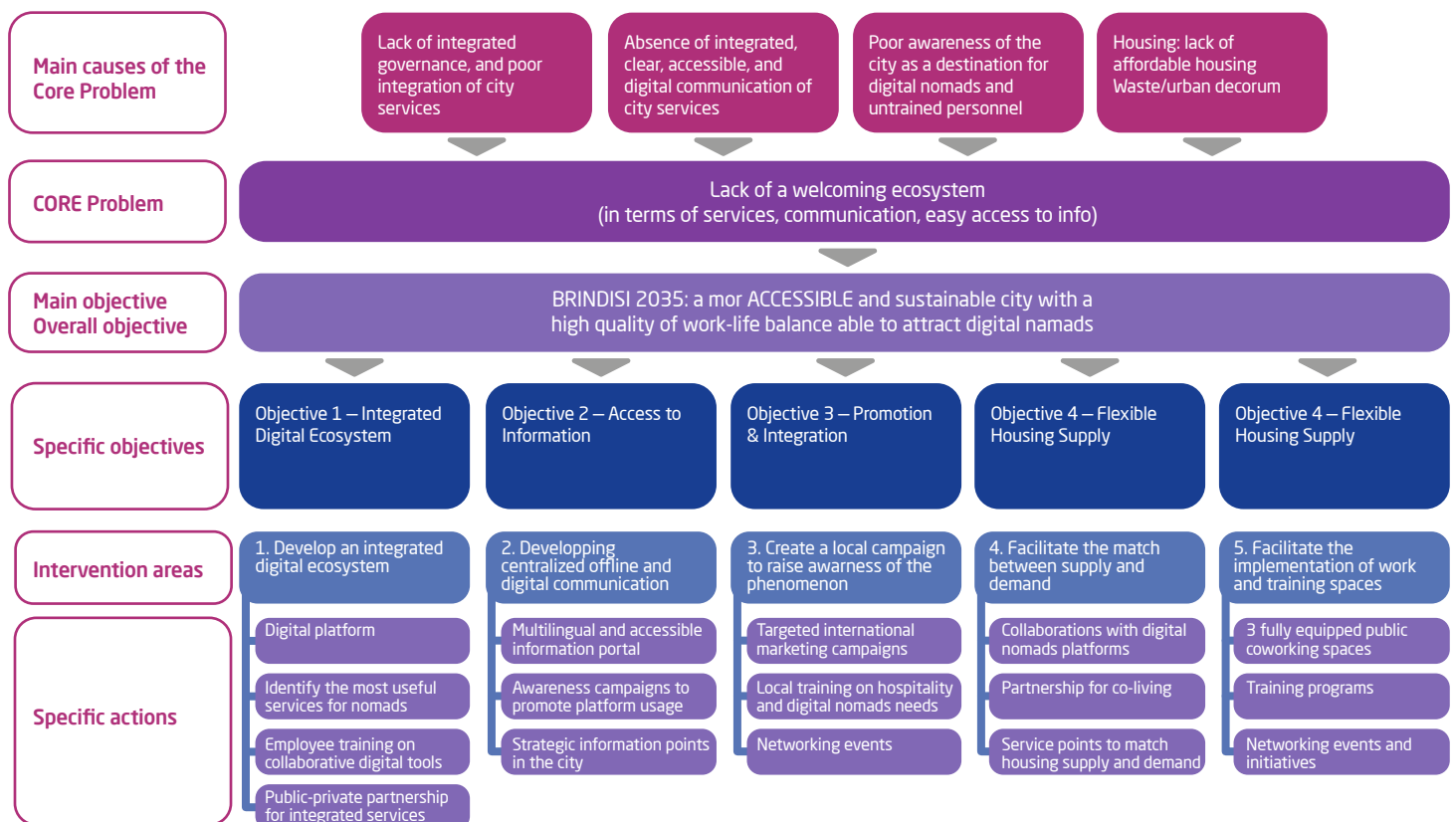
- **Integrating remote work** into the urban context by facilitating access to essential services, flexible housing, and professional opportunities through digital infrastructures and innovative solutions.
- **Stimulating local economic growth** and attracting talent by leveraging remote work opportunities to foster urban regeneration and economic diversification.
- **Ensuring inclusivity and sustainability**, enhancing the historical and cultural identity of the area, promoting accessible housing policies, and actively engaging the community.

2.2 Areas of intervention

The plan is structured into five synergistic areas of intervention, each with measurable objectives and concrete actions:

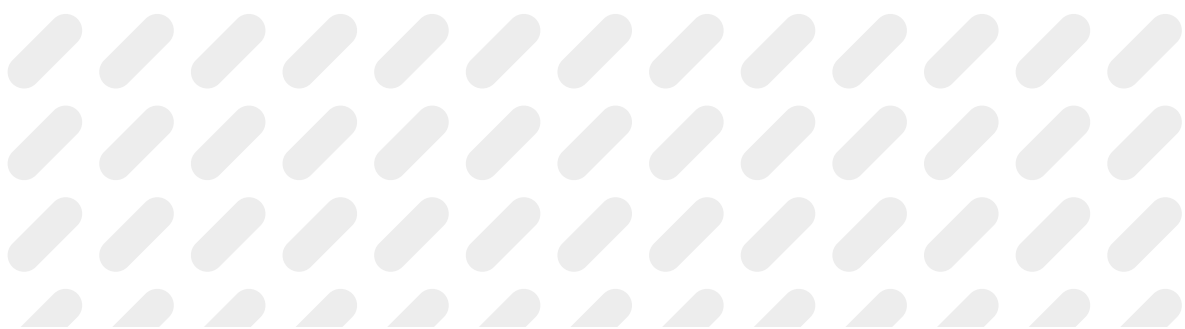
- **Digital infrastructure and integrated services:** Creation of a centralized digital platform connecting remote workers with key services (housing, coworking spaces, cultural activities, public services).
- **Information accessibility and public engagement:** Development of multilingual portals, physical information points, and communication campaigns to facilitate orientation and promote citizen participation.
- **Community integration and international promotion:** Strategic marketing activities, networking events, and local initiatives to connect remote workers with the community and promote Brindisi globally.
- **Flexible and accessible housing solutions:** Redevelopment of underused properties and development of co-living spaces through partnerships with real estate operators and the third sector.
- **Training, coworking, and networking:** Implementation of training programs, creation of new shared workspaces, and promotion of a collaborative and innovative culture.

Through this integrated approach, Brindisi aims to become a model of inclusive and digital urban transformation, achieving lasting improvements in local well-being, social cohesion, and international competitiveness.



Specific Objective	Key Actions	Outputs	Expected Results	Indicators
1. Integrated Digital Ecosystem Activate a unified platform integrating at least 60% of services for digital nomads, with 10 public-private partners	<ul style="list-style-type: none"> - Create a centralized digital platform - Assess essential services - Digital training for public administration and businesses - Public-private partnerships 	<ul style="list-style-type: none"> - Digital platform operational ≥80% services integrated - 2,000+ monthly users Improved usability of local services for temporary users 	Integrated platform to improve access to local services and digital mobility, enhancing Brindisi's appeal to remote workers and entrepreneurs.	<ul style="list-style-type: none"> - Platform status - % integrated services - Monthly active users
				<ul style="list-style-type: none"> - % of users who rate the platform as "intuitive" or "useful" (post-use questionnaire) - Number of new remote workers compared to the previous year
2. Information Access and Local Engagement Multilingual campaign, 5 physical information points, 10,000 unique users	<ul style="list-style-type: none"> - Launch multilingual information portal - Install 5 city info points - Local awareness campaigns 	<ul style="list-style-type: none"> - Multilingual portal online - 5 info points active - 10,000+ annual users Greater citizen engagement and newcomer orientation 	Clear, multilingual communication to foster hospitality, reduce barriers, and promote inclusive urban integration.	<ul style="list-style-type: none"> - Portal and info point status - Annual platform users - No. of info points (5)
				<ul style="list-style-type: none"> - % of newcomers who feel "well-oriented" after the first month (survey) - Average number of interactions at information points or services - Active participation of newcomers in at least one local event or service
3. International Promotion and Social Integration International marketing campaign + engagement of at least 1,000 residents	<ul style="list-style-type: none"> - International marketing campaigns - Collaborations with global platforms (e.g., Nomad List) - Networking events - Training for local hospitality 	<ul style="list-style-type: none"> - 3 international partnerships- 1,000+ local residents engaged Higher visibility of Brindisi as a nomad destination 	Increased visibility and community engagement to position Brindisi as a nomad-friendly, culturally inclusive city.	<ul style="list-style-type: none"> - Placement on platforms such as Nomad List or similar - Number of mentions in international media/blogs in a year - Number of nationalities represented in participants at local events - % of nomads who report feeling "integrated" or "welcome" (post-stay feedback)

<p>4. Flexible and Accessible Housing Supply Reuse 20 properties, 10 units available within the first year</p>	<ul style="list-style-type: none"> - Develop housing platform - Partnerships for co-living - Housing demand/supply management desks 	<ul style="list-style-type: none"> - 5 properties reused - ≥10 housing units available - Average stay ≥3 months <p>Better match between housing offer and mobile workers' needs</p>	<p>Reuse of underutilized properties and creation of affordable housing to support social mix and sustainable urban regeneration.</p>	<ul style="list-style-type: none"> - Properties reused (≥ 5) - Units available (≥ 10) - Average stay (≥ 3 months) <ul style="list-style-type: none"> - Number of local residents who cohabit or collaborate with newcomers (e.g., mixed co-living models) - Level of user satisfaction with comfort, accessibility, and proximity to services
<p>5. Workspaces and Training Create 3 coworking spaces, launch 10 training programs, 500 participants</p>	<ul style="list-style-type: none"> - Develop 3 equipped public coworking spaces - Training programs for public administration, businesses, and citizens - Networking events and initiatives 	<ul style="list-style-type: none"> - 3 coworking spaces active - 10 training programs delivered - 500 participants <p>Improved perception of local opportunities for young professionals</p>	<p>Accessible workspaces and targeted training to expand professional networks, support flexible employment, and retain young talent.</p>	<ul style="list-style-type: none"> - Coworking spaces operational (3) - Training programs completed (5) - Participants (≥ 100) - Satisfaction rate (≥ 80%) <ul style="list-style-type: none"> - % of training participants who report improved ability to work flexibly or remotely (survey) - Number of local professionals regularly using coworking spaces - % of young professionals (18-34) who express intention to remain in Brindisi (survey)



2.4 Action Table

Action	Lead Entity	Partners	Where	When	Funding
Specific Objective 1 - Integrated Digital Ecosystem					
Creation of centralized digital platform	Municipality of Brindisi, University of Salento, STP	ICT companies	Online / Municipal services	2025-2027	ERDF, PON Metro Plus, Digital europe private
Evaluation of essential services	Municipality of Brindisi	Business associations, end users	On-site / digital	2025	ERDF
Digital training for Public Administration and businesses	University of Salento	Companies, training entities	Coworking spaces / Local PAs	2025-2027	ESF+, PON Metro
Public-private partnerships	Municipality of Brindisi	ICT companies, local stakeholders	Working groups	Ongoing	Mixed funds
Specific Objective 2 - Access to Information					
Launch of multilingual information portal	Municipality of Brindisi	Cultural associations, University	Online	2025	NRRP, PON Metro
5 citizen info points	Municipality of Brindisi	Third sector, local associations	Stations, historic center, coworking spaces	2025-2027	ERDF, municipal funds
Local awareness campaigns	Municipality of Brindisi	Associations, local press	Neighborhoods and public spaces	2025-2027	PON Inclusion, municipal funds

Specific Objective 3 - Promotion and Integration

International marketing campaigns	Municipality of Brindisi	Media agencies, tourism bodies	Online / foreign markets	2025-2027	ERDF, NRRP
Collaborations with global platforms (Nomad List, etc.)	Municipality of Brindisi	International platforms	Digital / promotion	2025-2027	NRRP, co-marketing
Networking events	Local organizations	Municipality, coworking spaces, local operators	Public spaces and coworking areas	From 2025, ongoing	Municipal funds, sponsors
Training for local hospitality	University of Salento, Public Administration	Tourism companies, social institutions	On-site / civic centers	2025-2027	ESF+, PON Inclusion

Specific Objective 4 - Flexible Accommodation Supply

Development of housing platform	Municipality of Brindisi	Real estate operators, Youth start up	Online	2025	CIS, regional funds, Anci's fund
Partnerships for co-living	Municipality of Brindisi	Cooperatives, local investors	Reused properties	2025-2027	Social housing, CIS
Housing demand/supply management desks	Municipality of Brindisi	Third sector	Civic centers / info points	2027	PON Metro Plus

Specific Objective 5 - Workspaces and Training

Development of 3 equipped public coworking spaces	Municipality of Brindisi	Business associations, Public Administration	Former public buildings	2025-2026	ERDF, PON Metro
Training programs for Public Administration, businesses, citizens	University of Salento	Training entities, tech companies	Coworking spaces / schools / Public Administration	2025-2027	ESF+, PON Metro Plus
Events and networking initiatives	Municipality of Brindisi, Associations	University, coworking spaces, local institutions	Libraries, coworking spaces, squares	2025-2027	Municipal funds, sponsors

SECTION 3: ACTION PLANNING DETAILS

3.1 Prioritization of actions

During the seventh meeting of the URBACT Local Group (ULG), local stakeholder representatives were invited to evaluate and select the actions considered priorities for the implementation of the Integrated Action Plan (IAP). The process followed a structured and participatory method based on shared criteria.

Priority Criteria

The actions were assessed according to five main criteria:

- Potential impact on Brindisi's attractiveness for remote and nomad workers
- Technical and administrative feasibility
- Direct benefits for the local community
- Alignment with existing urban policies
- Capacity to activate external resources (e.g., European funds, public-private partnerships)

ULG members, divided into working groups, assigned a score from 1 to 10 to each action for every criterion. The scores were then weighted and aggregated to define the priority ranking, as shown in the following table.

Table - Actions Prioritization

Specific Objective (SO)	Related Actions (in descending order of priority)
S01. Integrated Digital Ecosystem	A1.1 Creation of centralized digital platform A1.2 Digital training for Public Administration and businesses A1.3 Evaluation of essential services A1.4 Activation of public-private partnerships
S02. Access to Information and Local Engagement	A2.1 Launch of multilingual information portal A2.2 Installation of 5 citizen info-points A2.3 Awareness and orientation campaigns
S03. International Promotion and Social Integration	A3.1 International marketing campaign A3.2 Collaborations with global platforms A3.3 Local networking events A3.4 Training for widespread hospitality

SO4. Flexible and Accessible Accommodation Offer	A4.1 Conversion of properties into temporary accommodation A4.2 Development of a dedicated cohousing accommodation app A4.3 Activation of demand/supply management desks A4.4 Partnerships for co-living projects
SO5. Workspaces and Training	A5.1 Creation of 3 equipped coworking spaces A5.2 Activation of 10 training programs for citizens, Public Administration, and businesses A5.3 Events and initiatives for training-related networking

Methodological Note

The actions with the highest scores were selected as priorities for the initial phase of the IAP, particularly those related to the digital ecosystem and access to information, considered fundamental to making Brindisi immediately more visible and accessible to remote workers. International promotion and the activation of physical spaces and services will follow in an integrated manner, ensuring a progressive and synergistic impact.

This intervention hierarchy will guide programming, financing activation, and the definition of operational responsibilities over the next three years, aiming to transform Brindisi into an urban model for agile, sustainable, and inclusive work.

3.2 Action planning details

OS1. Integrated digital ecosystem

This section outlines the implementation framework for a series of targeted actions aimed at making Brindisi a digitally equipped and service-oriented city for remote workers and digital nomads. In line with the URBACT methodology, each action under this objective contributes to the establishment of a central digital platform, improved service delivery, and stronger public-private collaboration. Clear responsibilities, timelines, funding sources, and monitoring mechanisms ensure feasibility and long-term sustainability.

Action 1.1 - Creation of a Centralized Digital Platform

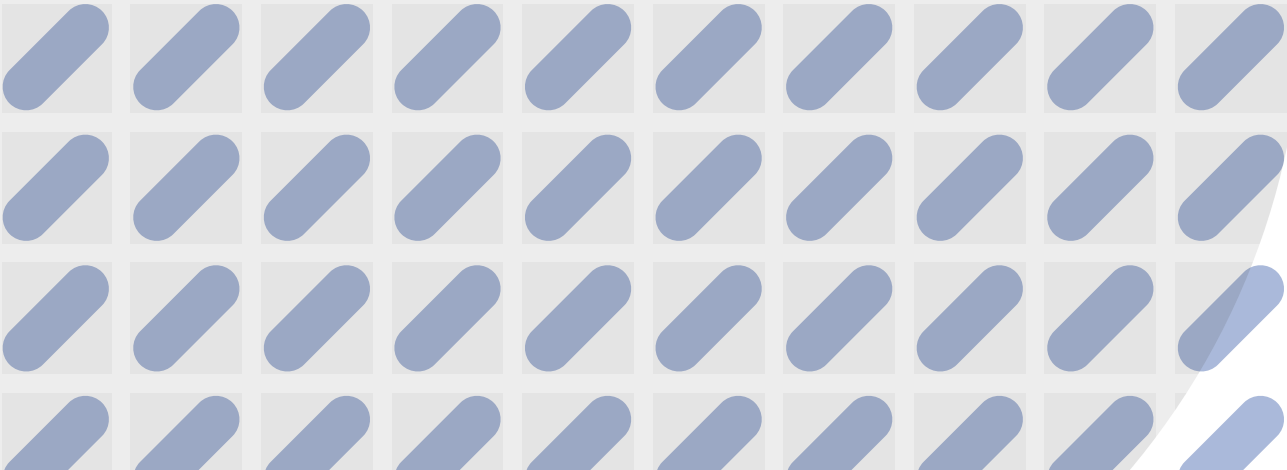
Aspect	Details
Implementation Steps	1.1 Co-design and architecture planning (Q1-Q2 2025) 1.2 Platform development and testing (Q3 2025-Q2 2026) 1.3 Service integration and pilot launch (Q3 2026)
Timings	Initial implementation: 2025-2026; Maintenance: ongoing
Responsibilities	Lead: Comune di Brindisi, Università del Salento, STP Partners: Imprese ICT, P.A.
Costs	Estimated total: €150,000 - Software development: €80,000 - UX/UI and data migration: €60,000 - Coordination and testing: €10,000
Funding	INTERREG,FESR, PON Metro Plus, private co-investments
Monitoring Indicators	- Platform functionality index - Monthly active users ≥ 2,000 - % of public services integrated (target: ≥80%)
Risk Mitigation	- Ensure user-centered design via co-creation workshops - Develop flexible APIs for service integration - Early testing with stakeholder feedback loops



Action 1.2

Assessment and Integration of Key Services

	Details
Implementation Steps	1.1 Mapping of essential services used by nomads (Q2 2025) 1.2 Stakeholder interviews and focus groups (Q2-Q3 2025) 1.3 Service integration roadmap (Q4 2025)
Timings	2025
Responsibilities	Lead: Comune di Brindisi Partners: Employer's association, final users
Costs	Estimated: €40,000 - Research and facilitation: €25,000 - Consultation events: €15,000
Funding	FESR
Monitoring Indicators	- No. of services mapped and evaluated - Stakeholder satisfaction rating ≥ 80%
Risk Mitigation	Cross-validation of service needs with usage data - Use of user personas for accurate targeting




Action 1.3

Digital Skills Training for PA and Businesses

Aspect	Details
Implementation Steps	1.1 Needs assessment and training design (Q2 2025) 1.2 Course delivery in digital collaboration, cybersecurity, and CRM (Q3 2025-Q2 2026) 1.3 Evaluation and follow-up coaching (Q3 2026)
Timings	2025-2026
Responsibilities	Lead: University of Salento Partners: Enterprises, training institutions
Costs	Estimated: €120,000 - Trainers and materials: €70,000 - Venues and logistics: €30,000 - Monitoring and coaching: €20,000
Funding	FSE+, PON Metro
Monitoring Indicators	- No. of trained participants - Pre/post skill assessment scores - Participant satisfaction ≥ 85%
Risk Mitigation	- Modular training formats to ensure flexibility - Mixed delivery (in-person and online) to increase access

Action 1.4 Public-Private Partnerships for Digital Ecosystem

Aspect	Details
Implementation Steps	1.1 Stakeholder mapping and engagement plan (ongoing) 1.2 Formation of thematic working groups (by Q4 2025) 1.3 Partnership MOUs and pilot co-investments (2026))
Timings	Ongoing (2024-2026)
Responsibilities	Lead: Municipality of Brindisi Partners: ICT companies, third sector, developers
Costs	Estimated: €50,000 for coordination and facilitation
Funding	Mixed: municipal funds + private in-kind contributions
Monitoring Indicators	- No. of active partnerships - Investment leveraged - Joint service delivery pilots
Risk Mitigation	- Create a clear value proposition for partners - Use flexible partnership templates and facilitate regular review



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Network partners

- Agenzia di Sviluppo di Dubrovnik (DU)
- Heraklion (GR)
- Camara de Lobos (PT)
- Brindisi (IT)
- Tartu (EE)
- Murcia (ES)
- Bucharest (RO)
- Tirana (AL)

Remote-IT

Remote and Hybrid work for Thriving Cities

La rete Remote - IT affronta le nuove sfide che le città stanno sostenendo, legate al futuro del lavoro. La pandemia di COVID-19 ha accelerato la trasformazione del modo in cui è organizzato il lavoro, con modelli di lavoro ibridi e a distanza che hanno avuto un impatto significativo sulla vita dei cittadini, nonché sulla cultura organizzativa dei principali datori di lavoro (pubblici/privati).

Totale:

11 €



SECTION 4: IMPLEMENTATION FRAMEWORK


The Implementation Framework will define the roles and responsibilities of the main stakeholders, establish a clear governance structure, and outline the mechanisms for monitoring and evaluating progress. This approach will enable the successful delivery of Brindisi's Integrated Action Plan (IAP) during and after URBACT support.

4.1 Governance and stakeholders

The governance of the project will be based on a collaborative, inclusive, and adaptive approach, designed to support Brindisi's transition towards a city welcoming to digital nomads and remote workers. The operational hub will be the URBACT Local Group (ULG), ensuring strategic coordination, co-design, and monitoring of the actions outlined in the Integrated Action Plan.

The governance structure will enhance specific skills and roles:

- **Municipality of Brindisi** - Key actor and process leader, responsible for overall governance, development of public infrastructures (digital platforms, coworking spaces, social housing), and territorial promotion.
- **University of Salento** - Scientific and educational coordination, design of training programs for public administrations, businesses, and citizens; support in policy evaluation.
- **Local and tech companies** - Strategic partners for the development of digital services, coworking management, housing platforms, and cultural and training activities.
- **Employers' associations** - Co-leaders in working groups to align local supply with the needs of mobile professionals.
- **Territorial organizations and third sector** - Responsible for social inclusion actions, welcoming activities, community engagement, and participatory urban regeneration.
- **STP - Public Transport Company** - Key player in improving sustainable mobility solutions and multimodal access to coworking spaces, cultural venues, and residential areas, enhancing connectivity for both residents and remote workers.



The ULG's role will be both technical and enabling, promoting convergence between public entities, private stakeholders, training institutions, and citizens through continuous engagement tools such as civic labs, consultations, and shared evaluation sessions.

After the URBACT accompaniment phase, the governance system will evolve into a self-sustaining, territorial model led by local stakeholders. The goal is to consolidate a stable structure capable of managing actions in an integrated and adaptive manner beyond 2027.

Three principles will guide future governance:

- **Active and continuous participation:** Planning must remain open to citizens, through ongoing participatory processes (surveys, neighborhood assemblies, digital forums), ensuring the project remains anchored to real community needs and can adapt to changes.
- **Strategic local alliances:** Strengthened collaboration between the public sector, businesses, universities, and associations to share responsibilities and resources. In particular, public-private synergy will be crucial for developing digital infrastructure, managing coworking spaces, and offering temporary housing.
- **Integrated sustainability:** The plan will ensure economic sustainability (through European funds, private investments, and local co-financing), social sustainability (through actions for inclusion and cohesion), and environmental sustainability (enhancing existing urban assets and promoting low-impact practices).

The future success of the project will thus depend on the territory's ability to create a dynamic, multi-level governance model capable of generating shared value over time and positioning Brindisi as a European city of connectivity, talent, and quality of life.

4.2 Overall costings and funding strategy

To successfully implement the Integrated Action Plan (IAP), Brindisi will activate a combination of public and private resources, innovative financial instruments, and strategic partnerships. The goal is to support projects for urban regeneration, digital infrastructure development, and the promotion of remote work, making the city more attractive, connected, and inclusive.

Key Funding Solutions and Investments

The IAP outlines interventions across five main areas: digitalization, coworking spaces, urban regeneration, training, and flexible housing services. To finance these investments, Brindisi will leverage a mix of:

- **Public-Private co-financing**, to share risks and resources among public entities, companies, and local stakeholders;
- **Civic crowdfunding**, to involve citizens and small businesses in supporting specific urban or digital projects;
- **Public-Private partnerships (PPP)**, particularly with companies in the tech, coworking, and tourism sectors, for the creation of spaces and services aimed at remote and nomad workers.

Main sources of funding

Brindisi will rely on a variety of European, national, and local funds:

- **PNRR**: Approximately €30 million already allocated for urban regeneration, part of which will be directed towards remote work-related projects.
- **CIS Costa Adriatica**: €35 million for the enhancement of the former Collegio Tommaseo and the island of Sant'Andrea, strategic spaces for hospitality and agile work.
- **ERDF and ESF+**: For digital connectivity, innovation, training, and social inclusion.
- **PON Metro Plus**: Over €8.5 million for Neighborhood Houses, info points, and equipped public spaces.
- **INTERREG (EU Territorial Cooperation Programs** e.g., Italy-Greece, Italy-Croatia, MED, South Adriatic): Funds for innovation, digital transition, and capacity building.
- **Horizon Europe and DIGITAL Europe**: European resources for smart city and urban digitalization projects.
- **CERV and thematic funds**: To support inclusion, active citizenship, and intercultural dialogue.

In addition, tax incentives will be explored to attract innovative companies and remote workers, such as:

- **Tax credits for digital investments;**
- **Tax reductions for remote workers residing permanently in the city;**
- **Benefits in high-potential economic regeneration zones.**

Alignment with 2021-2027 Operational Programs

The IAP actions are fully aligned with the priorities of the Regional Operational Programs ERDF and ESF 2021-2027:

- **ERDF:** Supporting connectivity, urban regeneration, and economic innovation.
- **ESF+:** Promoting skilled employment, strengthening digital skills, social inclusion, and active participation.

Through this integrated and multi-funded approach, Brindisi aims to strengthen its capacity to attract talent, stimulate the local economy, and sustainably and inclusively improve the quality of urban life.



4.3 Risk analysis

The risk analysis identifies the main factors that could hinder the implementation of Brindisi's Integrated Action Plan (IAP) and proposes mitigation strategies to address them. These risks cover operational, financial, social, and environmental aspects and will require careful attention to ensure that the project proceeds smoothly and achieves the city's long-term development goals.

Risk Type	Risks	Explanation	Mitigation Strategies
Operational risks	Delays in infrastructure development due to regulatory or planning issues.	Delays may occur when regulatory or planning processes do not proceed as expected, such as complications in obtaining permits, urban planning approvals, or issues related to city planning regulations. These delays could slow down the creation of essential infrastructure such as coworking spaces, digital hubs, or urban regeneration projects.	<ul style="list-style-type: none"> - Establish clear communication channels to anticipate regulatory challenges and facilitate approval processes. - Define realistic and detailed timelines for each development phase and conduct regular monitoring of milestones to detect and correct any delays. - Collaborate with regulatory bodies to proactively resolve potential regulatory issues through consultations and preliminary approvals.
Financial risks	Potential lack of sufficient funding from EU sources.	Brindisi has planned to use EU funds, such as the European Regional Development Fund (ERDF) and the European Social Fund (ESF+), to finance infrastructures and social initiatives related to remote work. However, there is a risk that the city may not secure the full amount needed, or that funding opportunities may become more competitive or limited in the future.	<ul style="list-style-type: none"> - Collaborate with private companies, particularly in the digital, real estate, and technology sectors, to help co-finance key infrastructure projects. - Launch local crowdfunding initiatives to raise smaller amounts for specific projects, engaging the community and strengthening the sense of ownership. - Explore national or regional grants to support urban regeneration, digital transformation, and remote work development. - Diversify funding sources: combining multiple funding sources will reduce dependency on a single one and create a more sustainable financial model for the IAP.

<p>Social risks</p>	<p>Gentrification or fragmentation of local communities.</p>	<p>One of the risks associated with urban regeneration and the development of remote work hubs is gentrification, where the influx of workers and businesses could increase property values and displace low-income residents. Additionally, new infrastructure projects might create tensions between newcomers and long-standing residents.</p>	<ul style="list-style-type: none"> - Actively involve the local community through consultations, assemblies, and workshops to meet real needs and prevent gentrification. - Promote affordable housing by supporting inclusive housing policies and mixed-use developments to avoid price surges linked to urban regeneration. - Establish community benefit agreements with developers and companies, ensuring local employment, social investments, and positive spillovers for residents. - Launch social inclusion programs offering training and job opportunities for disadvantaged groups, facilitating their integration into the new economic environment.
<p>Environmental risks</p>	<p>Pressure on local resources and environmental degradation.</p>	<p>The rapid development of new infrastructures and the influx of remote workers could strain local resources such as energy, water, and public services, contributing to environmental degradation if adequate sustainability measures are not integrated.</p>	<ul style="list-style-type: none"> - Apply sustainability standards in new projects, using energy-efficient technologies, eco-friendly materials, and green spaces. - Design energy-efficient infrastructure, promoting the use of renewable energy in buildings and public spaces. - Conduct Environmental Impact Assessments (EIA) to prevent damage to ecosystems, air quality, and water resources. - Adopt circular economy practices, such as recycling and responsible resource use, to reduce overall environmental impact.

Considering the general classification of risks – operational, financial, social, and environmental – it is essential to translate these considerations into a detailed assessment for each action outlined in the Integrated Action Plan. This shift from macro to micro not only allows for a better understanding of the most significant threats but also enables the definition of concrete countermeasures tailored to the specific context of each initiative.

In the following chapter, each activity will be analyzed concisely, highlighting:

- the main risk associated with the action,
- the dedicated mitigation strategy,
- responsibilities and the operational context (lead partner, partners, timelines, locations, sources of funding).

This dual level of analysis – general and specific – ensures a comprehensive view of risk management, promoting a proactive, transparent, and goal-oriented approach aligned with the specific objectives of the plan.

Specific objective	Action	Main Risk	Mitigation strategy
1. Integrated digital ecosystem	Creation of centralized digital platform	Technical delays and low adoption	Stakeholder engagement, pilot testing, technical support
	Assessment of essential services	Limited participation and incomplete data	Awareness campaigns, multi-channel data collection
	Digital skills training for public administration and businesses	Low participation and resistance	Tailored offer, flexible scheduling, local trainers
	Public-private partnerships	Diverging objectives, poor coordination	Clear protocols, third-party facilitation, regular meetings
2. Access to information	Multilingual information portal	Inconsistent content management	Shared editorial team, regular content updates
	5 citizen info points	Low usage by citizens	Strategic locations, extended hours, trained staff
	Awareness campaigns	Ineffective or non-inclusive communication	Accessible language, community involvement

4. Flexible housing offer	Housing platform	Low engagement from operators	Incentives, user-friendly tools, cross-promotion
	Co-living partnerships	Difficulty in repurposing buildings	Clear agreements, preliminary feasibility studies
	Housing help desks	Low perceived usefulness	Integration with info points, staff training
5. Workspaces and training	3 public coworking spaces	Renovation delays, low usage	Technical coordination, promotion, local management
	Cross-sector training programs	Misaligned with needs	Needs mapping, constant updates
	Networking events	Irregularity or low interest	Fixed calendar, collaboration with university & community

Monitoring and reporting: tracking progress

To ensure effective implementation and continuous improvement of the Integrated Action Plan (IAP), a structured mentoring and reporting system will be established. This system will allow for transparent monitoring of progress, timely identification of challenges, and evidence-based adjustments throughout the project lifecycle.

1. Indicators and targets

Each specific objective will be monitored through a set of specific, measurable indicators aligned with the SMART framework. These indicators will track both quantitative and qualitative progress.

Specific objective area	Key indicators	Target by 2027
Digital platform	<ul style="list-style-type: none"> - % of integrated services - Monthly active users - % of users reporting improved usability (survey) - Number of new remote workers annually 	<ul style="list-style-type: none"> ≥ 80% ≥ 2,000 ≥ 70% positive feedback + year-on-year growth
Information access & engagement	<ul style="list-style-type: none"> - Number of info points activated - Annual platform users - % of newcomers feeling well-oriented (survey) - Participation of newcomers in local events 	<ul style="list-style-type: none"> 5 ≥ 10,000 ≥ 60% ≥ 500/year
Promotion & integration	<ul style="list-style-type: none"> - Active international partnerships - Ranking on Nomad List or similar - Nationalities represented in local events - % of nomads reporting feeling "welcome" 	<ul style="list-style-type: none"> ≥ 3 Top 100 ≥ 10 ≥ 70% (survey)
Housing offer	<ul style="list-style-type: none"> - Reused properties for co-living - Housing units available - Average length of stay - Satisfaction with housing services 	<ul style="list-style-type: none"> ≥ 5 ≥ 10 ≥ 3 months ≥ 75% satisfaction
Workspaces & training	<ul style="list-style-type: none"> - Coworking spaces created - Training participants - Satisfaction rate (training & workspaces) - % of young professionals intending to stay 	<ul style="list-style-type: none"> 3 ≥ 500 ≥ 80% ≥ 50% (survey)

2. Reporting tools and methods

Monitoring will be supported by the following tools and processes:

- **Progress dashboards:** A digital dashboard accessible to stakeholders will display real-time data on key indicators. It will be updated quarterly and linked to the central digital platform.
- **Biannual progress reports:** Compiled every six months by the project coordination team, these reports will summarize achievements, identify bottlenecks, and recommend corrective actions.
- **Stakeholder review sessions:** Organized twice per year through the URBACT Local Group (ULG), these sessions will validate results, gather feedback, and guide future steps.
- **Public updates:** Annual progress will be published online and shared with the broader community through civic newsletters and local events, promoting transparency and accountability.

3. Mentoring and support mechanisms

- **Lead entity support:** The Municipality of Brindisi, with the support of the University of Salento, will provide regular technical assistance and mentoring to stakeholders involved in action delivery.
- **Peer learning & exchange:** Lessons from other URBACT partner cities will be shared and adapted through transnational meetings and peer mentoring sessions.
- **Feedback loops:** Surveys and interviews with end-users (e.g., digital nomads, local residents, service providers) will be conducted annually to assess satisfaction, usability, and suggestions for improvement.

This multi-level reporting and mentoring framework will ensure the plan remains responsive, transparent, and effective—enabling Brindisi to achieve its vision of becoming a welcoming and future-ready city for remote work.

CONCLUSION

The Integrated Action Plan (IAP) of Brindisi is a bold and forward-thinking initiative designed to transform the city into a leading destination for remote workers and digital nomads.

Leveraging its unique cultural, historical, and environmental assets, Brindisi aims to create a vibrant ecosystem that not only attracts global talent but also fosters economic growth, social integration, and environmental sustainability.

Through strategic investments in digital infrastructure, housing solutions, and coworking spaces, alongside targeted marketing campaigns and community engagement efforts, the city will build a welcoming environment that meets the needs of both local residents and newcomers.

This transformation will enable Brindisi to seize new economic opportunities, promote innovation, and improve the quality of life for its inhabitants. The successful implementation of the IAP will position Brindisi as a model for modern and sustainable urban development, showcasing the city's resilience and adaptability to global trends. Ultimately, Brindisi will emerge as a dynamic, inclusive, and globally connected hub for remote work, contributing to the diversification of its economy and ensuring long-term prosperity for all.



