



# INTEGRATED ACTION PLAN

PERUGIA

URBACT



Co-funded by  
the European Union  
Interreg

NextGen  
YouthWork



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# THE CITY OF PERUGIA: CONTEXT, NEEDS AND VISION

## INTRODUCTION

NextGen YouthWork seeks to develop a long-term strategy for a hybrid and sustainable youth work model that effectively meets young people's needs. As digitalisation increases, youth spend more time online—on social media and gaming platforms—leading to reduced physical engagement in youth centres and public spaces.

The main challenge faced by the project is bridging the gap between the growing digital presence of young people and the ability of youth workers to engage effectively in digital spaces. While youth increasingly spend time online, many youth workers lack the necessary training, resources, and institutional support to provide meaningful digital youth work.

Screen time among teenagers and young adults is high and was further amplified during the Covid-19 lockdowns. This shift necessitates digital counselling and engagement, particularly for those facing social isolation, anxiety, stress, or digital addiction. Many youth workers acknowledge this behavioral change and strive to adapt, yet face challenges such as insufficient training, funding, and digital literacy. The challenge is not just about using social media or gaming platforms but about adapting youth work practices to a hybrid model that integrates online and offline support.



While social media and gaming platforms offer opportunities for outreach, most youth workers remain reactive rather than proactive in digital spaces. To bridge the gap between young people's needs and professional development, youth workers must better understand the digital environment and leverage tools for peer discussion, education, and engagement. Digital youth work has vast potential, addressing mental health, education, employment, mobility, diversity, and community participation, ultimately providing accessible support and opportunities for young people. Overcoming funding shortages, skill gaps, and resistance to change is essential to ensuring that youth workers can meet young people where they are and provide the guidance, education, and support they need.





# Local context

Perugia, the twenty-third largest city in Italy (Municipal area = 450 km<sup>2</sup>), is located in the center of the country, in the Umbria region, serving as its capital



Perugia, the twenty-third largest city in Italy (Municipal area = 450 km<sup>2</sup>), is located in the center of the country, in the Umbria region, serving as its capital, 170 km from Rome. The city is served by Perugia Airport, situated 14 km east of the city, while the airports of Rome and Florence are also within a 200 km reach. Perugia has a population of 160,000 inhabitants, with 33,000 (20%) aged between 15 and 34 years.

Perugia has a long-standing university tradition and is one of the most important cultural and academic centers in central Italy, hosting two major universities: the University of Perugia and the University for Foreigners of Perugia. These institutions bring great vibrancy to the city, with around 30,000 students, including many international and Erasmus students. With its strong academic tradition and innovative spirit, Perugia continues to look towards the future, focusing on high-quality education, dynamic scientific research, and the promotion of international culture.

According to research, Perugia is an ideal city for university students, ranking among the most affordable in terms of rental costs, with an average price of €6.55 per square meter per month.

In addition to its two universities, Perugia is also home to several higher education institutes, including the Academy of Fine Arts, the Conservatory, the National School of Journalism, Università dei Saperi, and ITS Umbria Academy.

The city is culturally vibrant and hosts major international events, such as Umbria Jazz, the International Journalism Festival, and Eurochocolate.

Key sectors of economic activity (percentage of overall city GDP):

Tertiary sector: 46.9%

Industrial sector: 28.2%

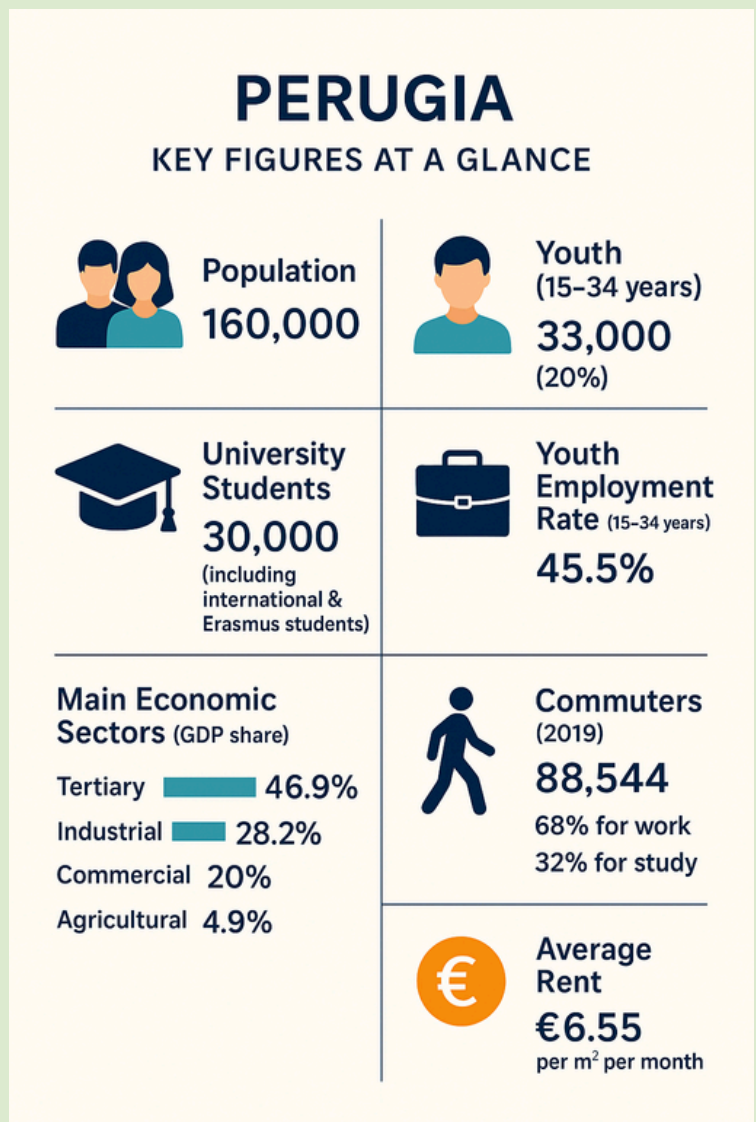
Commercial sector: 20%

Agricultural sector: 4.9%

The youth employment rate (the percentage ratio between employed individuals aged 15-34 and the total resident population of the same age group) is 45.5%, in line with the regional average.

Commuting on the rise: between 2001 and 2019, the number of commuters increased from 77,986 to 88,544, with 68% traveling for work and 32% for study.

Despite this dynamic and culturally rich environment, young people in Perugia face several challenges connected to local socio-economic conditions. The city offers a wide range of initiatives and services dedicated to youth, which are both stimulating and diverse. However, certain factors weaken their overall effectiveness. On one hand, the difficulty in accessing affordable housing and structured opportunities for education and personal growth limits the ability of young people to contribute fully to the city's social and economic fabric. On the other, trends of social isolation are emerging – partly due to limited digital awareness and weak intergenerational dialogue – making interpersonal relationships and active participation more difficult. Furthermore, the limited enhancement of public spaces dedicated to younger generations risks stifling their potential, with consequences that extend beyond individual development paths to affect the city's broader social, cultural, and economic vitality. These dynamics highlight the need for targeted policies that connect youth empowerment with sustainable urban development, supporting both professional integration and social inclusion.





In Italy, there is no legislative framework for youth work as a professional or voluntary activity aimed at young people. Still, some youth work practices carried out mainly at the local level by civil organisations can fit the definition of youth work. Recently, there has been a discussion on preparing a national law to recognise youth work and youth workers, translating the term 'youth worker' into a socio-educational instructor for youth. The youth work practices supported by the central Government mainly include centre-based youth work, such as open-access youth centres, youth information centres, outreach youth work, summer camps, and non-formal education provided to volunteers. Without a regulatory framework at a national level, youth work policies fall mainly within regional administrations' competencies. One of the main actors related to youth work is the National Civic Service, which promotes voluntary experience among young people as a non-formal education opportunity.

Other vital bodies are the Italian Youth Agency, the National Council for Universal Civic Service, and the National Youth Council. The Italian Youth Agency promotes the development of youth worker competencies and the quality of youth work through projects supported by Erasmus+ and the European Solidarity Corps, training events, and participation in project partnerships.

# Local policy challenges

One of the challenges of Perugia is building a model that allows youth policy operators to overcome the communication gap and know how to valorise young people's potential. Young people often feel disconnected from decision-making; they may not know that their voices are heard or that their opinions matter. This leads to a lack of engagement and participation in civic activities and hinders their ability to contribute to the development of their community.

Another challenge is that youth policy operators need more skills or knowledge to communicate with young people effectively. They may need help understanding the unique challenges that young people face or may need to be made aware of the opportunities to support and promote youth development.

Further resources and infrastructure are needed to support youth engagement and participation, even though some centres, cultural events, and other initiatives provide young people with opportunities to develop their skills and talents.

Addressing these challenges will require a multi-pronged approach involving collaboration between youth policy operators, community leaders, and young people. It requires a more robust dedication and commitment to listen to young people's voices, support their development, and create opportunities for them to contribute to the development of their communities.





# Existing policies and action plans

The Territorial Strategic Document is a complex action plan to carry out interventions in various fields relating to digital transition and youth, such as:

- Ø Strengthening digital networks to increase accessibility to telematic services and to stimulate entrepreneurship among young people;
- Ø Enhancing the networking of the municipal library system and its multifunctionality as welcoming and protected places for study, coworking and social activities;
- Ø Strengthening and consolidating the university's role as a reference for developing innovative services;
- Ø Promoting the development of start-up incubators and co-working spaces in innovative and excellent economic and research sectors for students in collaboration with Universities and the ITS Umbria Academy (Innovation, Technology and Development);
- Ø Developing public and privately-owned buildings as student residences and cultural facilities for students to develop their skills, also with the support and the leading of youth workers;
- Ø Enhancing the historic centre as a network of public spaces and buildings dedicated to contemporary arts and the hospitality of young artists worldwide.

The Municipality of Perugia has many services related to youth:

The Youth Information Service coordinates activities and projects with and for young people. It was created to inform young people about the City's study, work and cultural life opportunities. With the advent of the digital age, it has experienced an evolution that is still ongoing today and which sees it transform into a centre for the development and promotion of associations, youth and innovative projects.

The Youth Services Center is a place for meeting, socialising, informal education and information, and a reference point for teenagers and young people living, studying and working in Perugia. The multifunctional space allows youth to cultivate their passions and interests; it's a place where ideas meet. It is managed in collaboration with youth associations and some civil cooperatives that support young beneficiaries with their youth workers.

Built on the potential of the "Switch On" Project carried on by young people, the City hosts a new place for youth, a multifunctional aggregation space for cultural promotion and social generativity. Open spaces for training activities in the field of cultural events, music, digital literacy, partnerships with artists and local associations for the development of modern artistic ateliers.

It offers spaces open to all interested young people who want to collaborate or participate in the organisation of some events or propose new ideas to put into practice or train on some aspects related to new communication technologies or on technical issues associated with the events. The involvement of young people is natural, so it is simple to offer them new opportunities to grow, develop talents, and participate in the urban regeneration of their city.

Thanks to a collaboration agreement between the Municipality of Perugia and the ITS Umbria Academy (Innovation, Technology and Development), a building near the railway station has been converted into a Center for Advanced Graphic Arts, with the creation of laboratories for teaching and developing activities related to computer graphics, video games and stop motion.

The Municipality of Perugia offers free psychological counselling (for youth aged 14 to 27), a network of libraries and public reading rooms and study rooms for university students spread throughout the city, self-managed and created in collaboration with the University of Perugia, open 24 hours a day.

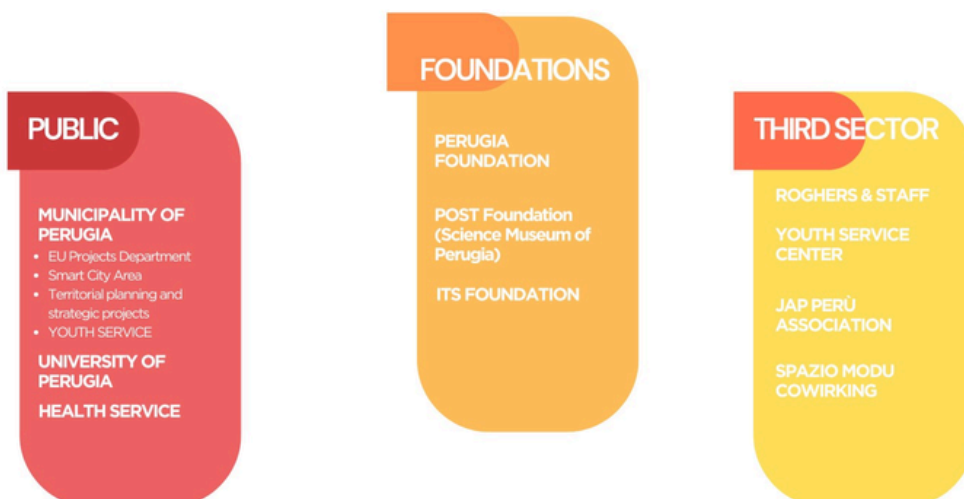
The Integrated Action Plan (IAP) is strategically aligned with key frameworks at local, regional, national, and European levels. Locally, it builds on the Territorial Strategic Document (DST), which guides municipal policy planning by integrating community needs with funding opportunities. It also reinforces participatory governance through alignment with the Municipal Youth Council Regulation and the Regulation on Civic Participation. At the regional level, the IAP contributes to the objectives of the Umbria ERDF and ESF+ programmes, particularly in areas such as youth policies, social innovation, skills development, and urban regeneration. It also reflects the priorities of local funding opportunities, such as the Perugia Foundation's calls focused on welfare and social inclusion. Nationally, the IAP supports the Italian Youth Strategy and is consistent with the National Recovery and Resilience Plan (NRRP), especially in actions promoting digital transition, education, and youth empowerment through ICT. At the EU level, the IAP is coherent with the EU Youth Strategy 2019–2027 and the 2021–2027 Cohesion Policy, addressing goals related to inclusive societies, quality learning, youth participation, and digital and social innovation.

Level	Framework / Reference	Alignment with the IAP
Local	<b>Territorial Strategic Document (DST)</b>	Guides municipal policy programming through contextual analysis and priority-setting. The IAP builds on DST logic to address youth needs and leverage funding opportunities.
	<b>Municipal Youth Council Regulation</b>	Supports youth participation and empowerment; the IAP actions reinforce this participatory governance structure.
	<b>Regulation on Civic Participation</b>	Promotes inclusive engagement of citizens in local administration; the IAP integrates participatory methods accordingly.
Regional	<b>ERDF and ESF+ Programmes – Umbria Region (PR FESR &amp; PR FSE+)</b>	The IAP contributes to regional objectives on youth, social innovation, skills development, and urban regeneration.
	<b>Perugia Foundation Calls (e.g., Welfare focus)</b>	Synergies exist with funding priorities related to community welfare and social inclusion. The IAP is designed to be eligible for and complementary to these calls.
National	<b>National Youth Policy Framework (Italian Youth Strategy)</b>	The IAP supports national goals of improving youth engagement, employability, and digital inclusion.
	<b>National Recovery and Resilience Plan (NRRP – “Next Generation Italia”)</b>	The IAP echoes NRRP priorities, especially under missions related to digital transition, education and training, and inclusion of young people.
EU	<b>EU Youth Strategy 2019–2027</b>	The IAP reflects EU Youth Goals, particularly in fostering inclusive societies, quality learning, and youth participation.
	<b>EU Cohesion Policy 2021–2027</b>	Ensures alignment with priorities such as social innovation, ICT uptake, sustainable urban development, and capacity-building.

# Problem identification and local challenges by local stakeholders

On October 23, 2023, the Urbact Local Group was established, bringing together officials from various offices of Municipality of Perugia, Youth Information Service, Youth Services Center, ITS Umbria Academy, youth associations, Perugia Foundation, University of Perugia, POST (Perugia Officine della Scienza e della Tecnologia), health services, and third-sector youth workers.

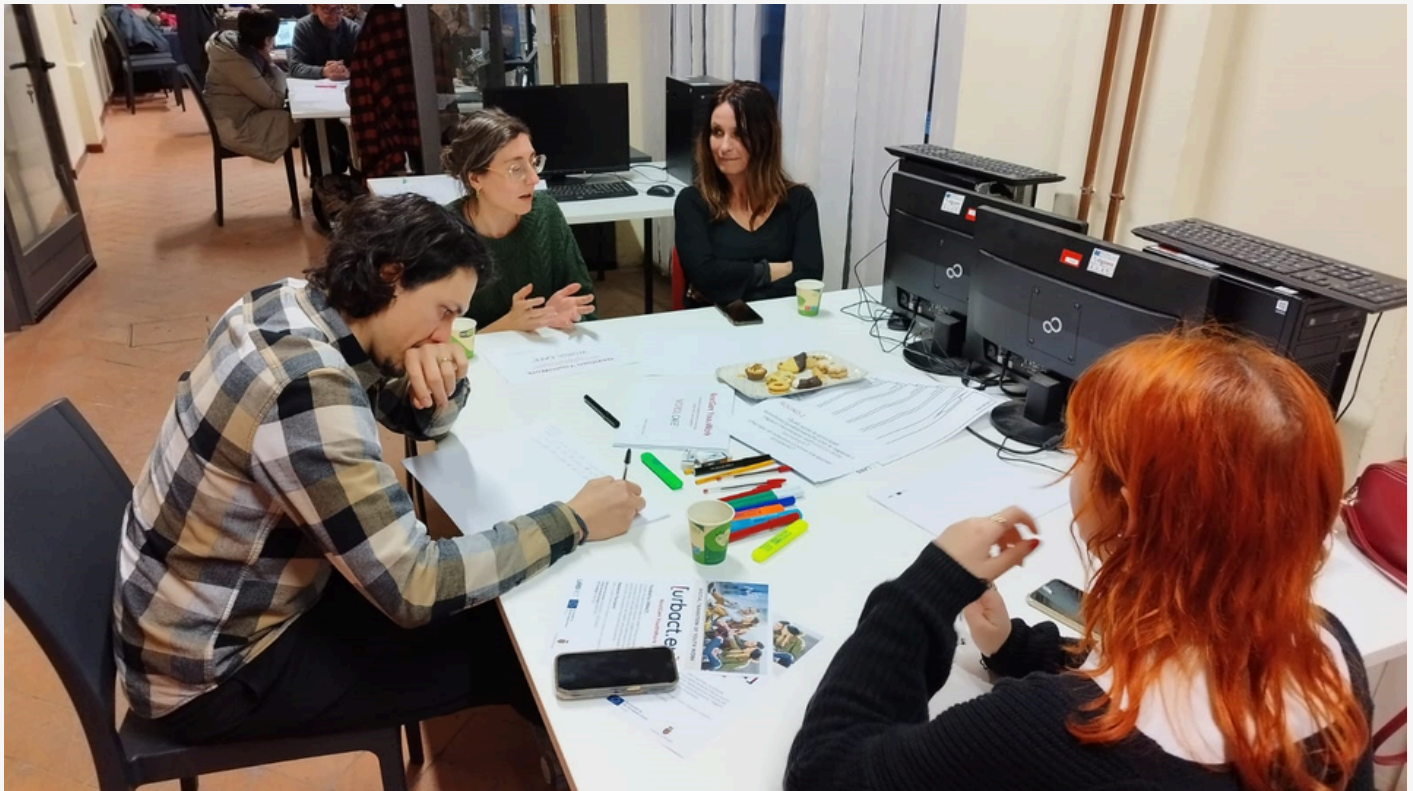
## ULG's members

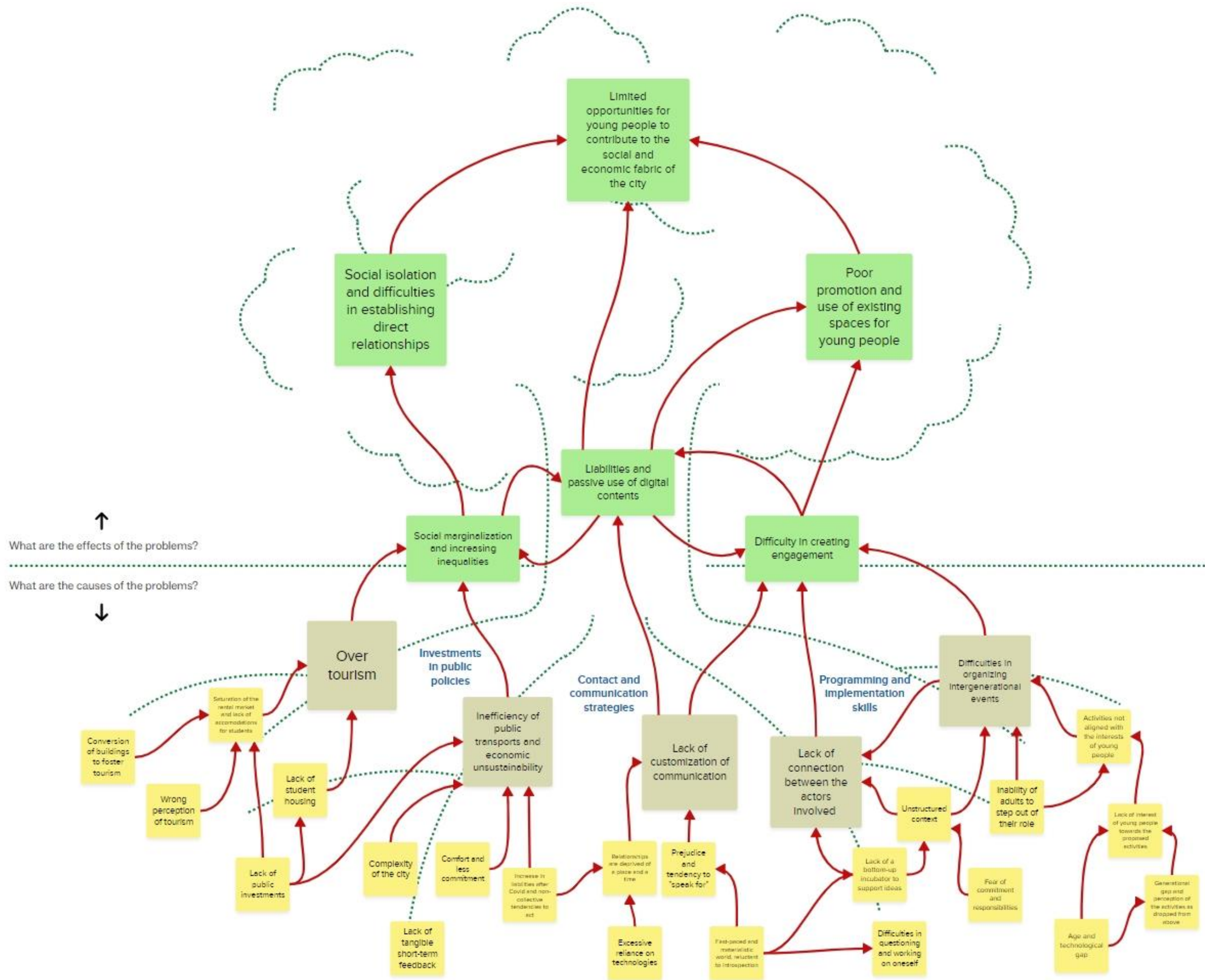




In the subsequent meetings, the group actively worked on the following areas:

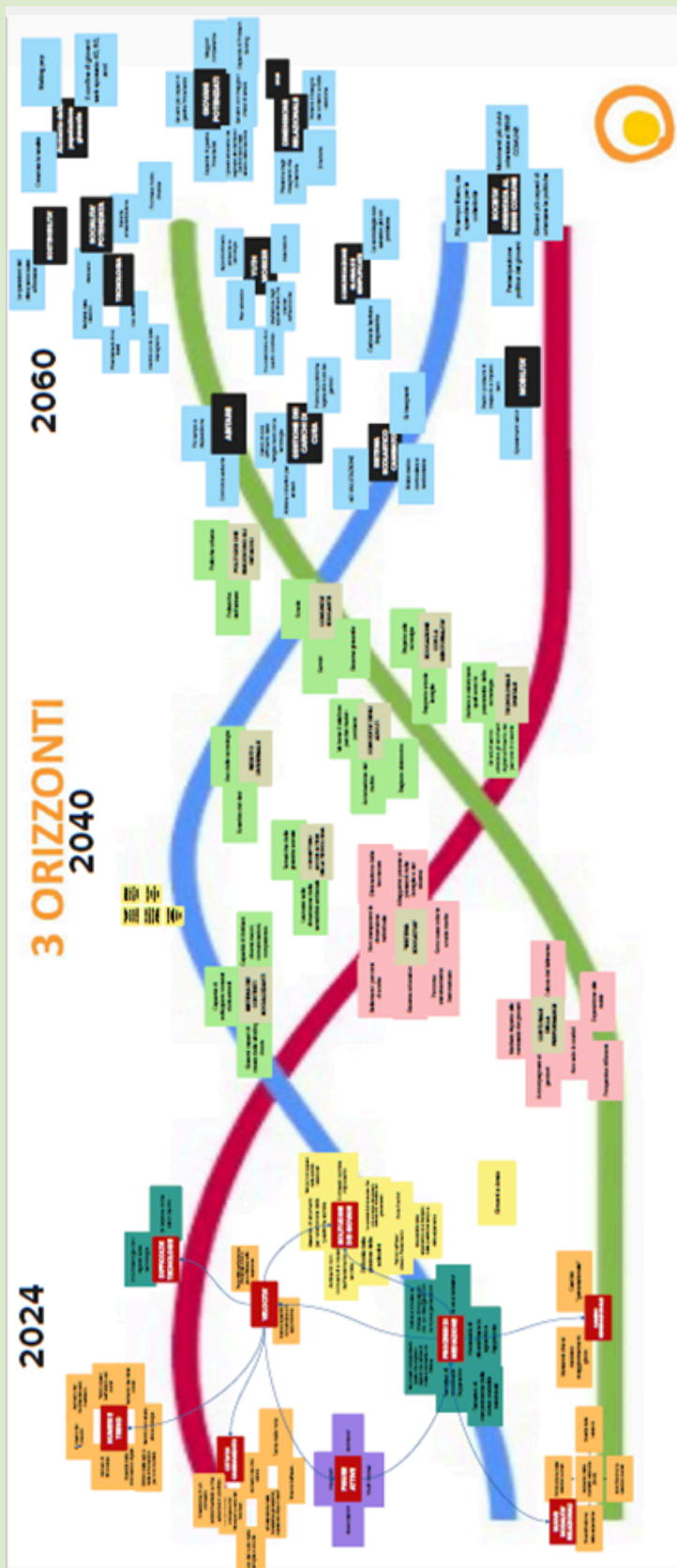
- **Problem Tree Development:** The analysis of issues was conducted using the Work Café methodology combined with the "5 Whys" technique







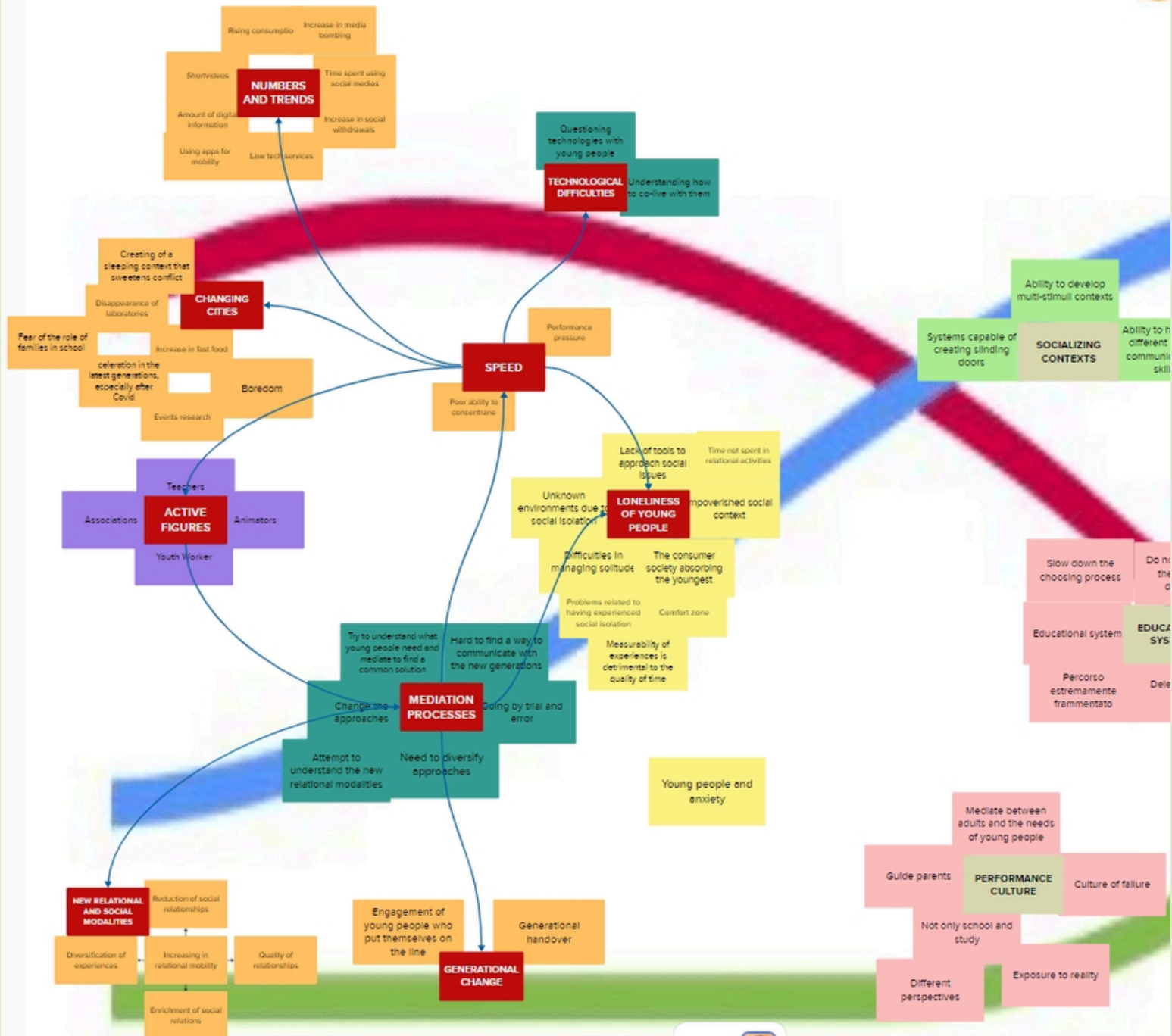
Organizing and structuring the collected material was a crucial step in modeling the identified problems. The gathered information was analyzed and systematized to transform different perspectives and observations into a coherent and structured model. This approach facilitated an integrated exploration of the issues, overcoming the fragmented perspective that often characterizes complex problem analysis. In the final stage, the model was submitted for validation by the project group.



- **Vision Definition:** The general vision, strategic objectives, and areas of intervention were outlined during a "Future Lab", using the Three Horizons (3H) methodology. This method is designed to structure future-oriented dialogues and guide transformative changes. The group discussed the positive evolution of current challenges, envisioning an ideal future.

# 2024

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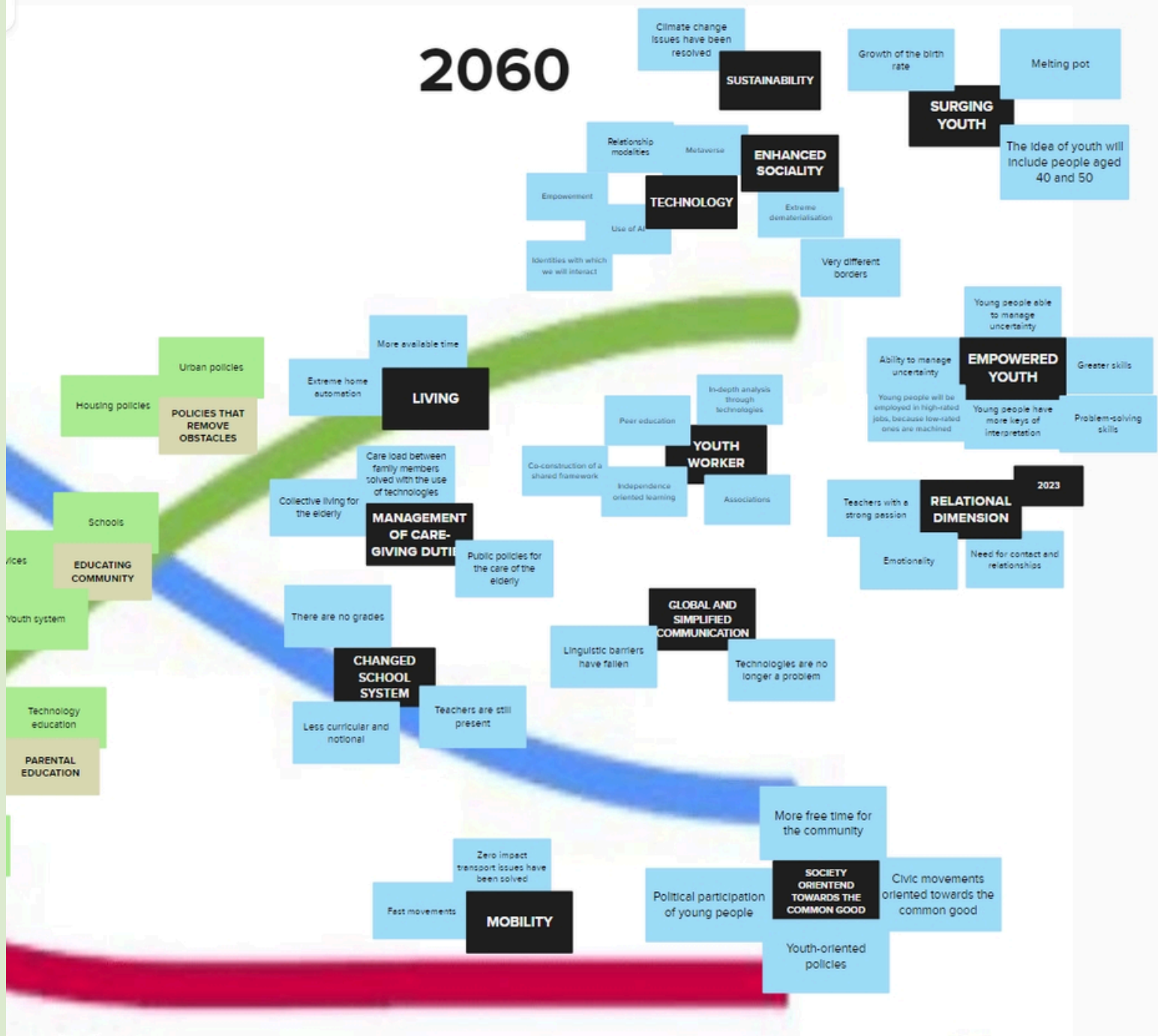




What other  
can we  
work with to  
build 2060?



# 2060



To achieve this, the relationship between City, Youth, and Technology was examined across three time horizons:

1.2024 – Focus on the current situation, opportunities, critical issues, and perspectives.

2.2060 – Identification of new models representing change, opportunities, and future challenges. This includes innovative proposals, new working methods, and emerging development opportunities.

3.2040 – Analysis of the transition process, necessary changes, elements to be removed, and perspectives leading to a positive evolution of the relationship between City, Youth, and Technology by 2024.

From this final horizon, strategic guidelines were developed to shape future actions.





# Local strengths/ opportunities

Before addressing the challenges, it is essential to highlight some of Perugia's strengths.



Currently, various experimental initiatives are underway, such as the “Switch On” Project, which offers a range of opportunities for young people. These include the creation of youth networks that foster participation and make the city more dynamic, as well as the integration of specific measures into the main strategic document of the City (Documento Unico di Programmazione) aimed at promoting the active engagement of young people.

The city also offers numerous high-level cultural opportunities, such as the two music events of “Umbria Jazz” and “Umbria che Spacca” (Smashing Umbria), which represent significant opportunities for the city, younger generations, and the development of social innovation systems.

These experiences, combined with the presence of universities and a large student community, contribute to creating a dynamic environment that encourages youth engagement.

Another crucial factor—one that has also enabled the development of the Integrated Action Plan—is the presence of a network of services, specialized professionals, and associations already actively supporting young people.



# Local challenges

Based on meetings with ULG members and the analysis of reports compiled following the application of participatory tools presented in previous sections, three main challenges have been identified, all of which are interconnected:

- 1.** Providing young people with tools and opportunities to actively participate in the city's social and economic life
- 2.** Combating social isolation, difficulties in interpersonal relationships, and detachment from reality through increased awareness of the digital world
- 3.** Promoting better use of spaces dedicated to young people





# #1

Providing young people with tools and opportunities to actively participate in the city's social and economic life

The lack of support for creative and educational initiatives limits young people's ability to engage actively, leading to consequences on multiple levels.

On a macro level, factors such as social marginalization and growing inequalities are exacerbated by rising rental market saturation, the conversion of housing for tourism purposes, and the lack of affordable living spaces, discouraging young people from staying in Perugia. These over-tourism dynamics increase property costs, making it harder for young people to settle and invest in their future in the city. On a personal level, not all young people have the skills and opportunities needed for their personal and professional growth.

The absence of adequate tools and a supportive environment particularly penalizes those from disadvantaged backgrounds.





## #2

Combating social isolation, difficulties in interpersonal relationships, and detachment from reality through increased awareness of the digital world

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Social isolation is worsened by inequalities and personal challenges, leading to withdrawal and limited access to opportunities. A key issue is the lack of personalized communication and over-reliance on technology, which can homogenize interests and promote social exclusion, particularly impacting minority groups.

Another significant obstacle is the difficulty in organizing intergenerational events. The generation gap, the inability of adults to establish effective dialogue, and young people's distrust of older generations make it difficult to exchange experiences and perspectives.

Additionally, passivity, often linked to low digital literacy and algorithm-driven content exposure, limits active participation and reduces the discovery of new interests.





# #3

Promoting better use of spaces  
dedicated to young people

Youth spaces are often underutilized and not well known, reducing opportunities for socialization and creative expression. This lack of visibility makes it harder to foster meaningful and lasting engagement between young people and adults, a challenge already complicated by generational, linguistic, and technological differences.

Moreover, poor coordination among stakeholders and the lack of collective programming lead to insufficient attention to the needs of young people. This results in growing distrust towards institutions and adults, hindering the creation of an inclusive and stimulating environment for the development of younger generations.



# VISION

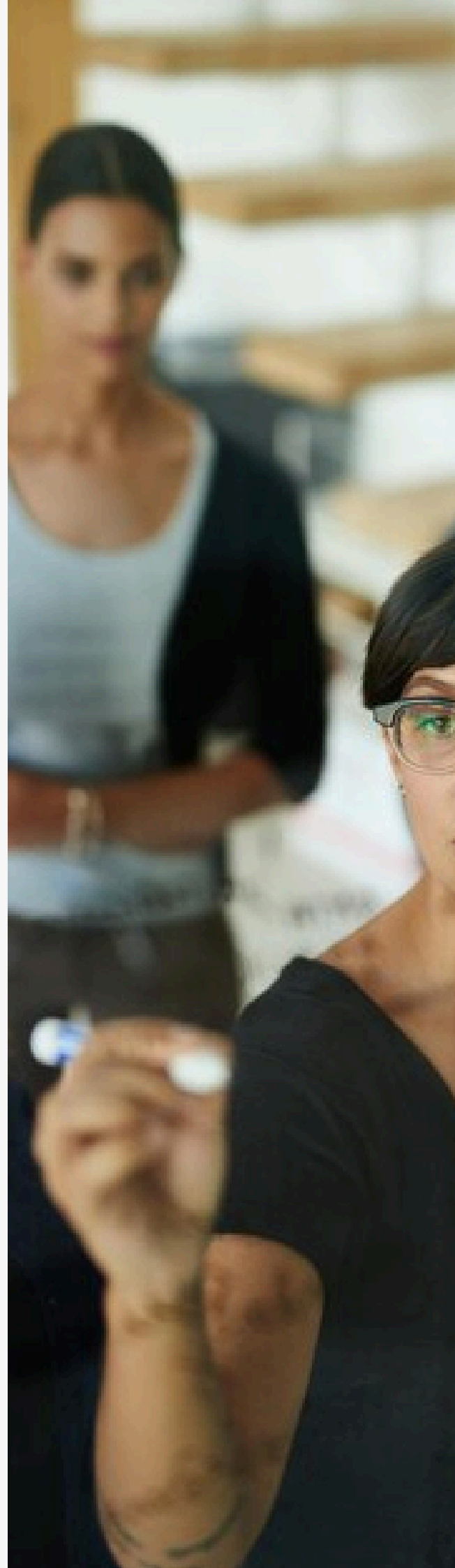
THE CONTEXT ANALYSIS, BASED ON A RANGE OF DATA, AND THE IDENTIFICATION OF KEY ISSUES, CARRIED OUT TOGETHER WITH THE URBAN LOCAL GROUP, HAVE LED TO THE DEFINITION OF A VISION THAT SERVES AS A REFERENCE POINT FOR CURRENT PLANNING.



We live in an era where technology not only accelerates production systems but also changes the rhythm of everyday life. In this context, cities can become true laboratories of collaboration: spaces where young people are not mere spectators, but protagonists. Here, technologies—both old and new—are not ends in themselves, but tools that help weave together personal paths and community bonds.



Imagining this city means addressing two challenges at once. On one hand, solid infrastructure is needed; on the other, investment in people is essential: in young people, of course, but also in the adults who accompany and guide them. If we want young people to be genuinely part of public life, it is clear that we must create meeting places—arenas where they can express themselves and participate. In this, technology becomes a resonating chamber that amplifies their voice. The new generations show a strong interest in universal issues—environment, sustainability, social justice, civil rights. These are topics that require workspaces and forums capable of looking at the world, not just the neighborhood. Giving them the opportunity to speak out, even through digital tools, means allowing that passion to transform into collective energy. But building experiences of this kind requires bold youth policies: capable of generating collaborative environments, fostering transferable skills, and integrating technology with human relationships. It is not enough to think of digital tools as individual instruments; we must envision shared use that can strengthen the social fabric. When approached in this way, cities can truly become laboratories of the future. Places where young people not only learn but teach; not only participate but transform.

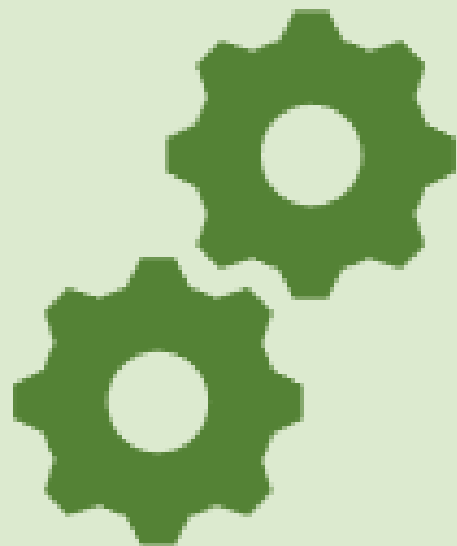


# Key Considerations for the Integrated Action Plan

A focus on technology requires significant investment in infrastructure while supporting human capital, both for young people themselves and for those who engage with them in meaningful ways. In a context that prioritizes youth participation, it is necessary to build public arenas that facilitate their involvement. In this regard, technology plays a crucial role in amplifying engagement.

The strong interest of new generations in universal issues —such as environment, sustainability, social justice, and civil rights— highlights the need to develop work environments focused on global and public-interest topics.

Thus, it becomes essential to give young people a voice on these matters, allowing them to take part in public debates, including through mediated tools. Building innovative learning environments requires investment in youth policies that promote collaborative spaces and foster soft skills development, particularly in relation to technology. Furthermore, it is important to design environments that view technology as a collective tool, rather than an exclusively individual one. In this scenario, urban policies can become an exciting laboratory for innovation and change.



### VISION (BASED ON CONTEXT ANALYSIS AND ULG CONSULTATION)

Perugia aims to become a more inclusive, dynamic, and participatory city – one that empowers young people by creating spaces for creativity, learning, and collaboration. The city envisions itself as a laboratory for co-design and co-programming, where young generations play a central role in shaping the community through both digital and physical tools.



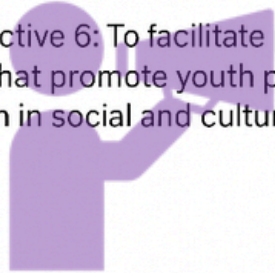
### INTERVENTION AREAS (I.A) / STRATEGIC OBJECTIVES

#### I.A A. Investing in Human Capital

- S. Objective 1: To implement activities aimed at students
- S. Objective 2: To promote workshops to stimulate creativity
- S. Objective 3: To train youth workers in the use of popular social media

#### I.A C. Giving a Voice to Youth

- S. Objective 6: To facilitate processes that promote youth participation in social and cultural life

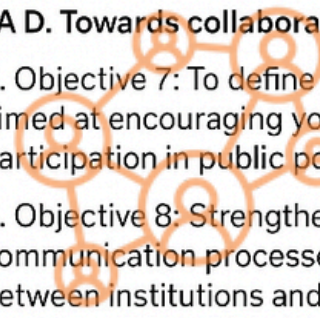


#### I.A B. Physical and Digital Arenas

- S. Objective 4: To experiment with new spaces and opportunities for youth gatherings
- S. Objective 5: To regenerate parts of the city together with young people

#### I.A D. Towards collaboration

- S. Objective 7: To define tool aimed at encouraging youth participation in public policies
- S. Objective 8: Strengthen communication processes between institutions and young people



### MAIN ACTIONS

Each action in the IAP is directly connected to one or more strategic objectives within these areas. Actions address specific challenges identified during the context analysis – such as weak youth engagement, lack of inclusive spaces, limited digital access, and fragmented dialogue with institutions.

The Integrated Action Plan (IAP) adopts a holistic and integrated approach aimed at enhancing young people’s opportunities for career orientation and social inclusion. By providing spaces and activities where youth can step out of isolation, experiment, and develop their skills, the IAP fosters both social engagement and potential pathways toward employment. Special attention is given to emerging job and training opportunities linked to sustainable development sectors such as environmental protection and renewable energy—areas that resonate strongly with young people’s values and sensitivities. Furthermore, the plan is committed to ensuring gender equality as a transversal principle, actively promoting equal opportunities and inclusiveness across all actions to create a supportive environment where all young people, regardless of gender, can thrive and contribute to their community.

**How the plan addresses social, digital, economic and environmental dimensions**

Dimension	Goals	Examples of Actions
Social	Combat youth isolation, encourage participation and skill development	Spaces for experimentation and social interaction
Career & Work	Support orientation to work, valorize youth skills, promote employment pathways	Workshops, training, mentoring, promotion of youth entrepreneurship
Sustainable Development	Leverage new green economy opportunities related to environment, energy, and sustainability	Training on green jobs, digital tools for sustainability projects
Gender Equality & Inclusion	Guarantee and actively promote equal opportunities for all genders	Gender-sensitive activities, inclusive participation frameworks

**Main Actions:**

All activities are designed to interconnect these dimensions, creating synergies that maximize young people’s potential for social and professional growth within a sustainable and inclusive community.



# INTERVENTION AREAS, STRATEGIC OBJECTIVES, ACTIONS



The strategic objectives arising from the Vision of the Integrated Action Plan are framed within defined intervention areas, yet simultaneously integrated with each other, as follows:





# INVESTING IN HUMAN CAPITAL

## INTERVENTION AREA A

Digital skills, now more than ever, influence the ability to participate consciously in the social and political life of a community. A significant digital gap risks seriously undermining democratic processes, reducing interest in politics and, more generally, the sense of responsibility towards the common good.

In this perspective, schools represent key places for initiating targeted reflections aimed at combating inequalities. At the same time, social networks and the educational community also play a fundamental role in reducing disparities. For this reason, strengthening the skills of reference adults becomes a strategic goal to invest in over the next few years.

It is also necessary to ensure spaces for participation and access to technologies, breaking down the barriers that limit their use. In this direction, places such as libraries take on a central role in promoting widespread and inclusive access.

In the age of Artificial Intelligence, it is essential to promote digital literacy that does not lead to the delegation of thought but, on the contrary, values these technologies as tools for stimulation and growth. This approach opens new possibilities, favoring the meeting between an educated social capital and technological innovation, the development of hybrid forms of participation, and new models of social innovation. In this context, the importance of soft skills becomes increasingly evident, highlighting the need to invest in their development.

Finally, the role of institutions takes on a central importance in their ability to develop effective public policies. The plan, from this perspective, aims to make a series of investments ranging from the training of human capital to the creation of experimental spaces, to digital literacy, aimed at preventing risks such as functional delegation and social isolation



## Strategic Objectives

### 1. To implement activities aimed at students.

It is essential to create moments and activities that allow students to develop skills and competencies in order to gain a greater awareness of the potential of digital technology.

### 2. To promote workshops and experiences aimed at stimulating the creativity of girls and boys.

In the development of human capital, it is crucial to create situations in which girls and boys can express their viewpoints and skills.

### 3. To train youth policy workers on the use of social media widely used among young people

The goal of the training is to equip youth policy operators with the necessary skills to effectively use the social media platforms most popular among young people, in order to improve communication, engagement, and support for the needs of the new generations.

**AREA A: Investing in human capital**

Attention to technology requires, on one hand, a significant investment in infrastructure, while on the other, it is essential to support human capital, both of young people and of those who, in various capacities, have meaningful relationships

**Strategic Objective 1: To implement activities aimed at students**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERS	TIMESCALE	RESOURCES
1	Digital Network for an Inclusive and Youth-Driven Community	Creation of a territorial network of public and private stakeholders (schools, universities, local authorities, digital operators, youth and cultural associations) capable of coordinating, integrating, and enhancing opportunities related to digital innovation and youth participation. The network will operate through shared spaces and local hubs that connect students, young professionals, and the wider community, promoting training, educational	Municipality of Perugia in collaboration with schools, universities, local authorities, digital operators, youth and cultural associations	- Build a network of stakeholders capable of integrating and coordinating the range of opportunities related to digital innovation. - Experimentation with educational approaches, identification of key contacts.	Network of active and coordinated stakeholders in the digital field	Difficulty coordinating among different stakeholders; limited school collaboration	2026-2027	Municipality own resources
				- Integration of student housing with shared spaces connected to the local community (Local Hubs)	Creation of spaces connecting schools, universities, and the community	Limited availability of suitable spaces; challenges in shared management		
				- Training and communities of practice for practitioners	Creation of a group of practitioners to explore digital dynamics in relation to youth policies	Need for integration within the overall framework of local authority policies		

**AREA A: Investing in human capital**

Attention to technology requires, on one hand, a significant investment in infrastructure, while on the other, it is essential to support human capital, both of young people and of those who, in various capacities, have meaningful relationships

**Strategic Objective 2: To promote workshops and experiences aimed at stimulating the creativity of girls and boys**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
2	Bottom-Up Youth Initiatives and Thematic Hubs	This action aims to empower young people to design and implement their own projects through a bottom-up approach supported by a coordinated local system. A public call for ideas will be launched to engage girls and boys in proposing initiatives on key community themes—such as the environment, social inclusion, and digital innovation. Selected proposals will be developed with the support of local thematic hubs, acting as spaces for collaboration, mentoring, and project incubation. These hubs will strengthen connections between young citizens, institutions, and local stakeholders, ensuring continuity and sustainability of the initiatives.	Municipality of Perugia in collaboration with youth associations and Youth Centre	Strengthen the local system's capacity to coordinate and support youth-led initiatives	A functional and coordinated local network promoting youth participation	Limited collaboration among stakeholders; difficulties in outreach	2026-2027	Municipality own resources; Search for sponsors
				Launch and promote a public call for youth projects	Public call issued and widely promoted across the community	Limited number of applications; low youth interest; lack of project continuity; insufficient resources		
				Collect, evaluate, and select proposals from young people	Youth-led projects conceived, selected, and implemented			
				Establish and activate local thematic hubs to support project development and implementation	Active local hubs dedicated to thematic areas (e.g., environment, culture, innovation).	Territorial heterogeneity; lack of adequate spaces		

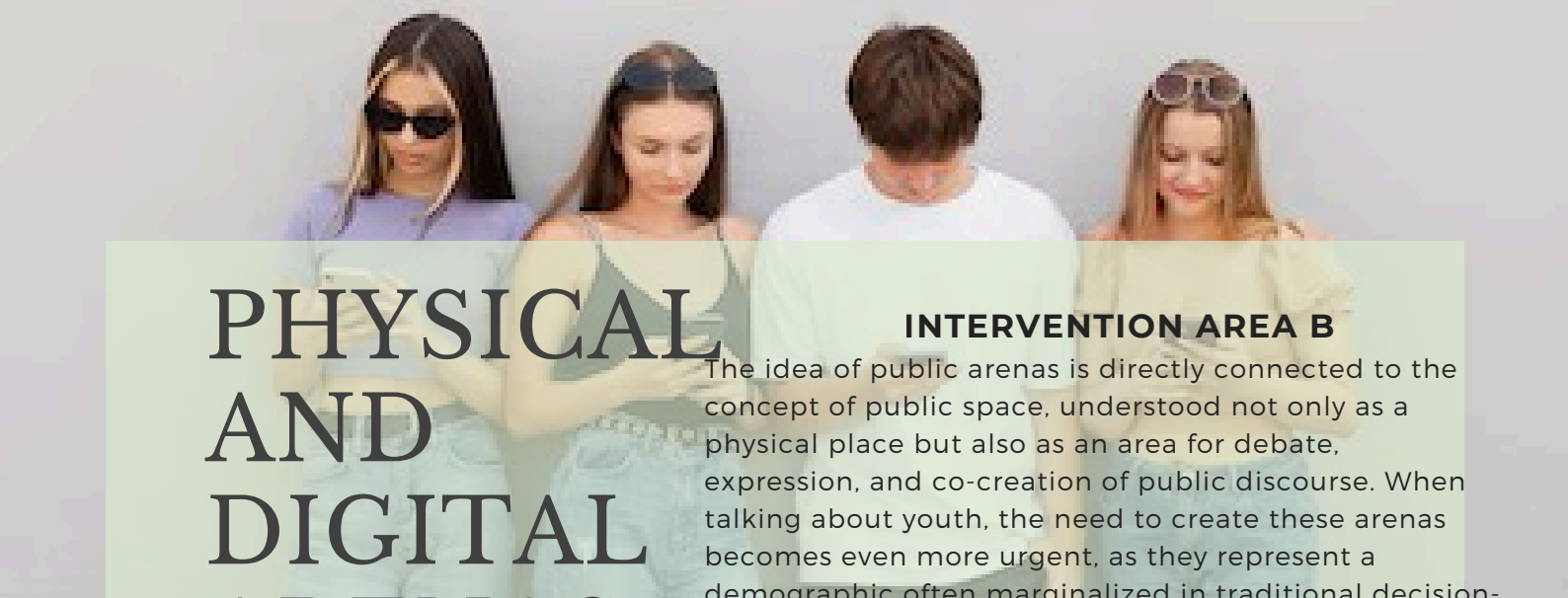
## AREA A: Investing in human capital

Attention to technology requires, on one hand, a significant investment in infrastructure, while on the other, it is essential to support human capital, both of young people and of those who, in various capacities, have meaningful relationships

### Strategic Objective 3: To train youth policy workers on the use of social media widely used among young people

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
3	AI Creative Lab for Youth and Youth Workers	<p>This action promotes a generative AI training course led by skilled youth associations and aimed at both young people and youth workers. Through hands-on workshops, participants learn how to use AI tools to produce music videos, digital storytelling, and creative content.</p> <p>The initiative strengthens digital literacy, creativity, and active participation, while fostering collaboration among young people, youth policy workers, and local associations. Its transferable model can be replicated also in other cities, supporting sustainable and hybrid forms of youth work that combine technology, creativity, and community-building</p>	Municipality of Perugia in collaboration with youth associations and Youth Centre	Design and implement training modules on generative AI and social media use for youth workers and young participants.	Development and delivery of AI and social media training modules for youth workers and young participants	<p>Digital Skills Gap: Some participants (youth workers or young people) may have limited prior experience with AI or digital tools, requiring additional support and tailored learning materials</p>	2025-2027	Implemented as Pilot Action in 2025 Search for sponsors
				Organize hands-on workshops on AI-based creative production (music videos, digital storytelling, campaigns)	Training courses			
				Facilitate collaboration sessions between youth associations, practitioners, and local institutions to co-create training content	Establishment of a network of youth associations and practitioners skilled in creative digital communication	<p>Sustainability and Follow-Up: Without a long-term plan or continued funding, the skills and collaborations developed during the training might not be maintained or scaled up after the project ends.</p>		
				Produce and showcase creative outputs developed during the training (e.g., short videos, digital stories, communication materials).	Creation of AI-based digital storytelling outputs (e.g., short videos, campaigns)			





# PHYSICAL AND DIGITAL ARENAS

## INTERVENTION AREA B

The idea of public arenas is directly connected to the concept of public space, understood not only as a physical place but also as an area for debate, expression, and co-creation of public discourse. When talking about youth, the need to create these arenas becomes even more urgent, as they represent a demographic often marginalized in traditional decision-making processes. Technology can offer an opportunity to broaden participation, but it is essential to reflect on the conditions that make this involvement meaningful. Several key aspects are central to ensuring the effectiveness of these platforms:

**Accessibility:** It must ensure inclusion, be open, and eliminate any physical, economic, cultural, or technological barriers.

**Pluralism:** It should allow for the expression of a wide range of voices and opinions.

**Mutual recognition:** Listening must be open, dialogue-based, and aimed at valuing ongoing experiences.

**Deliberative capacity:** It should allow participants to make meaningful contributions to decision-making.

Technology provides important and innovative opportunities: digital platforms are increasingly becoming social environments where dialogue, reflection, relationships, and participation practices emerge. Online spaces offer greater access to information, reduce participation costs, facilitate mobilization and aggregation opportunities, and provide space for self-organization and creativity. However, there are also some challenges, such as exclusion due to digital skills, the formation of informational bubbles, and polarization processes, in addition to the superficiality of engagement, where it seems that simply connecting to a platform is enough to participate.

For this reason, it is crucial to integrate digital spaces with physical ones, creating opportunities for encounters between public decision-makers and young people, fostering a hybridization that ensures real participation. From this perspective, it will be possible to develop experiences of e-democracy, digital urban planning, civic hackathons, and other innovative forms of engagement.

Finally, to make youth involvement more effective, it is essential to include them in the co-design of digital platforms, develop civic education processes, and imagine more engaging methods such as gaming, storytelling, or augmented reality.



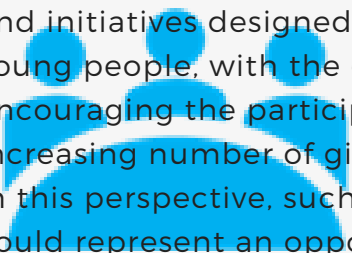
### Strategic Objectives

#### 4. To experiment new spaces and opportunities for youth gathering.

In a city like Perugia, characterized by a strong presence of university students and an identity defined both by its history and a series of artistic initiatives that make it an international attraction, it seems useful and functional to strengthen this vocation through the creation of creative spaces that involve girls and boys.

#### 5. To regenerate with young people parts of the city.

The aim is to experiment with urban regeneration activities through the activation of spaces and initiatives designed to involve young people, with the goal of encouraging the participation of an increasing number of girls and boys. In this perspective, such initiatives could represent an opportunity to promote aggregation and socialization



**AREA B: physical and digital arenas**

It is evident that in a context envisioning the centrality and social participation of young people, it is necessary to create public arenas that are functional to the involvement of girls and boys. In this direction, the technological dimension plays a fundamental role in enhancing their participation. Within this strategy, many issues related to different working methods have emerged. However, the working group has decided to focus its programming efforts on rethinking urban spaces, with an artistic perspective and a focus on the regeneration of urban contexts

**Strategic Objective 4: To experiment new spaces and opportunities for youth gathering**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
4	Organization of a Hybrid Local Festival	A hybrid local festival that combines physical and digital cultural activities across the city, engaging diverse stakeholders and young people, while promoting urban regeneration and high public visibility through artistic events and interactive installations.	Municipality of Perugia in collaboration with Youth Services Center, ITS Umbria Academy, youth associations, Perugia Foundation, University of Perugia, POST (Perugia Office della Scienza e della Tecnologia)	Identification and mapping of local stakeholders (associations, businesses, institutions, youth) and their active engagement	Active stakeholder participation and collaboration	Risk of excluding certain stakeholders or favoring specific youth groups	2027	Perugia Foundation Call. Regional Programme ESF
				Definition of the festival program and governance of cultural activities	Shared and structured festival program			
				Organization of artistic events across multiple city locations, integrating physical and digital activities, including installations and performances	High-visibility artistic events spread across the city	Logistical difficulties and resource dispersion across multiple locations; Possible overlap with other city initiatives		
				Use of festival activities to promote urban regeneration and digital engagement	Engagement of young people through hybrid methods; Integration of physical and digital cultural experiences			

**AREA B: physical and digital arenas**

It is evident that in a context envisioning the centrality and social participation of young people, it is necessary to create public arenas that are functional to the involvement of girls and boys. In this direction, the technological dimension plays a fundamental role in enhancing their participation. Within this strategy, many issues related to different working methods have emerged. However, the working group has decided to focus its programming efforts on rethinking urban spaces, with an artistic perspective and a focus on the regeneration of urban contexts

**Strategic Objective 5: To regenerate with young people parts of the City**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
5	Youth-Led Urban Regeneration	Engaging young people in regenerating parts of the city by implementing a horizontal youth policy model, piloting innovative activities, and creating a network of Territorial Hubs to support collaborative urban development	Municipality of Perugia in collaboration with Youth Services Center, youth associations, Perugia Foundation, University of Perugia	Evaluate existing youth-led urban initiatives (e.g., Piazza del Melo) to identify transferable elements for a horizontal youth policy model	Analysis document highlighting replicable characteristics of the youth policy model	Risk of partial evaluation and difficulty identifying transferable elements	2027-2028	Urban Agenda 2021-2027; Regional Programme ESF
				Identify pilot sites for implementing youth-led regeneration activities	Selection of pilot sites for urban regeneration	Possible territorial resistance and fragmentation of initiatives		
				Expand experiences through diversified and innovative urban regeneration activities across multiple locations	Urban regeneration activities implemented across multiple city locations	Risk of resource dispersion and challenges to overall sustainability		
				Create a network of Territorial Hubs and activate a co-design table to coordinate local stakeholders and governance	Functional Territorial Hub system supporting youth-led initiatives and collaborative governance	Need for effective collaboration between the Municipality and other stakeholders		



# GIVING A VOICE TO YOUTH

## Strategic Objectives

### 6. To facilitate processes that encourage youth participation in social and cultural life.

To strengthen the expressive abilities of girls and boys, it is essential to offer opportunities for experimentation that allow them to showcase their skills and challenge themselves within a collective context.



## INTERVENTION AREA C

Today's youth demonstrate an increasing sensitivity to global issues such as climate change, sustainability, civil rights, and social justice. However, they often struggle to find adequate spaces to express their ideas and influence political and social decisions. It is therefore essential to develop strategies that not only "give a voice" to young people but also provide them with concrete tools for effective participation in public debate and decision-making processes. It becomes crucial to create spaces for young people, valuing:

**Sensitivity to global issues:** They are particularly attentive to themes like sustainability, climate crisis, and social inequality.

**Greater adaptability:** They are oriented towards dialogue and building paths for collaborative problem-solving.

Giving a voice to young people also means developing infrastructures that enable them to have an impact on decision-making processes. In this perspective, tools such as youth councils, youth boards, and participatory budgeting are fundamental.

At the same time, it is necessary to invest in:

**Civic education programs**, which should not only be theoretical but also include concrete experiences of participation, such as municipal council simulations and policy-making workshops. **Innovative communication tools**, like podcasts and video storytelling, to make complex issues more accessible.

Gaming and policy-making simulations, which allow for playful experimentation with participation (e.g., Democracy 4, a digital government simulation).

**Graphic journalism and infographics**, to represent data clearly and visually.

In this direction, it is increasingly important to integrate a specific focus on younger generations in the evaluation of policies, ensuring that decisions are more effectively oriented towards the needs and perspectives of young people



**AREA C: giving a voice to youth**

The attention of the new generations to universal issues (such as the environment, sustainability, social justice, civil rights, etc.) at a strategic level highlights the possibility of developing work contexts focused on global and public interest topics. It becomes essential to give young people a voice on these issues, so they can participate in public debate, even in a mediated manner.

**Strategic Objective 6: to facilitate processes that encourage youth participation in social and cultural life**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
6	Youth-Driven Multimedia Engagement	Facilitating youth participation in social and cultural life through the creation of open multimedia spaces and youth-led storytelling initiatives that highlight Perugia's narratives and experiences.	Municipality of Perugia in collaboration with Youth Services Center, ITS Umbria Academy, youth associations, Perugia Foundation, University of Perugia, POST (Perugia Office della Scienza e della Tecnologia)	Identify locations for open multimedia spaces and design them to host diverse storytelling activities	Map of selected sites and designed multimedia spaces	Difficulty accessing suitable spaces and potential lack of infrastructure	2029	Regional Programme ERDF National Call for proposals (Repubblica digitale)
				Create multimedia spaces with integrated technological and narrative elements	Finalized multimedia space projects ready for deployment	High costs and technical complexity in designing and implementing spaces		
				Identify and design storytelling experiences reflecting youth perspectives and city narratives	Youth-created stories and narratives about Perugia	Risk of excluding certain youth voices and stereotyping content		
				Develop distribution channels and editorial plans to share youth-created content widely	City-wide initiatives promoting youth participation through storytelling and multimedia	Challenges in reaching broad audiences and bridging digital skills gaps; Long-term sustainability and effective deployment of multimedia spaces		



# TOWARDS COLLABORATION

## INTERVENTION AREA D

Innovation in educational contexts and youth policies cannot overlook collaboration as a key principle. Creating spaces where young people can develop soft skills through cooperative processes means rethinking the role of technologies not just as individual tools, but as levers for building collective dynamics. In this perspective, cities can become real laboratories for experimentation, promoting learning by doing and the shared use of technologies.

To facilitate this process, it is important to stimulate learning-oriented processes that focus on strengthening transversal skills such as effective communication, problem-solving, teamwork, and critical thinking. To achieve this, it is necessary to generate inclusive and participatory spaces where young people can not only learn together but also actively contribute to decision-making spaces. Technologies represent a key resource in supporting these collaborative practices. In particular, certain digital solutions are proving to be particularly effective:

**Co-design platforms:** Digital tools that facilitate collaborative writing, the creation of concept maps, and shared design (e.g., Miro, Notion, Google Workspace).

**Digital citizenship tools:** Platforms like Decidim, already adopted in several European cities, promote active citizen engagement in decision-making processes and can be adapted to youth policies. An additional strategic element is the creation of a virtual space that serves as a functional tool for orientation and information sharing among young people. In an increasingly complex and uncertain environment, it becomes crucial to provide tools that support them in their transitional paths, offering opportunities for collective growth and active participation in social and political life..

### Strategic Objectives

#### **7. To define tools aimed at encouraging youth participation in public policies.**

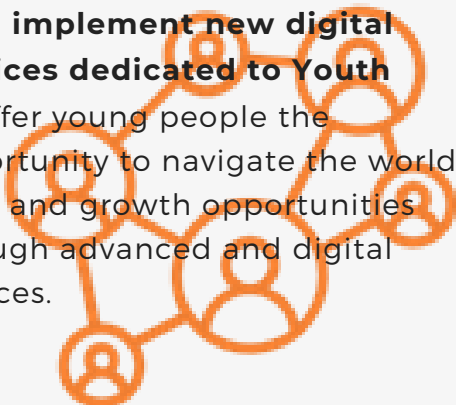
The goal is to identify and develop tools to stimulate youth participation in public policies, making them active protagonists of change.

#### **8. To strengthen communication processes between institutions and young people.**

To organize structured methods of dialogue and discussion between institutions and the youth community.

#### **9. To implement new digital services dedicated to Youth**

To offer young people the opportunity to navigate the world of work and growth opportunities through advanced and digital services.



**AREA D: forward the collaboration**

The attempt to build innovative educational contexts involves investing in youth policies that promote collaborative environments focused on the development of soft skills, also in relation to the use of technology. Furthermore, it makes sense to think about creating contexts that envision the use of technology from a collective perspective rather than solely an individual one. In this regard, the city's policies can become an interesting laboratory

**Strategic Objective 7: to define tools aimed at encouraging youth participation in public policies**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
7	Development of a Budget and Intergenerational Policies	Developing and implementing tools that allow young people to actively participate in public policy decisions, including an intergenerational evaluation model to ensure administrative actions support youth autonomy.	Municipality of Perugia in collaboration with Youth Services Center and youth associations	Define a model and criteria for evaluating the intergenerational effects of administrative decisions	Intergenerational evaluation model developed and validated	Lack of technical skills and complexity in measuring intergenerational effects	2026-2027	Municipality own resources
				Validate the evaluation model with local stakeholders and relevant policy actors	Commitment from policymakers to apply the model in decision-making	Conflicts of interest and limited representation of some stakeholders		
				Activate the model to assess policies from an intergenerational perspective	Policy decisions oriented toward facilitating youth autonomy	Risk of symbolic action without practical impact		
				Integrate administrative decisions with a focus on supporting youth autonomy	Active participation of youth through councils and consultative processes	Cultural resistance and divergent political priorities limiting model adoption		

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**Strategic Objective 8: To strengthen communication processes between institutions and young people**

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
8	New Model of the Youth Council	Enhancing dialogue and collaboration between young people and institutions by reactivating and redesigning the Youth Council, creating structured channels for youth participation and representation	Municipality of Perugia in collaboration with Youth Services Center, youth associations and schools	Reactivate and rethink the Youth Council, exploring new forms of youth participation	Updated and shared structure of the Youth Council	Institutional resistance and difficulty engaging youth	2026-2027	Municipality own resources
				Define a youth representation system linking the Youth Council and Youth Center	Active youth participation in decision-making and institutional processes	Low participation and distrust toward institutions		
				Facilitate youth engagement in participatory processes and integration with administrative decisions	Mechanisms for youth expression and representation established	Fragmentation of representation and generational discontinuity		
				Promote reflection and dialogue on issues affecting young people's lives	Strengthened channels of communication between institutions and young people	Challenges in ensuring sustained and meaningful youth involvement		



#### AREA D: forward the collaboration

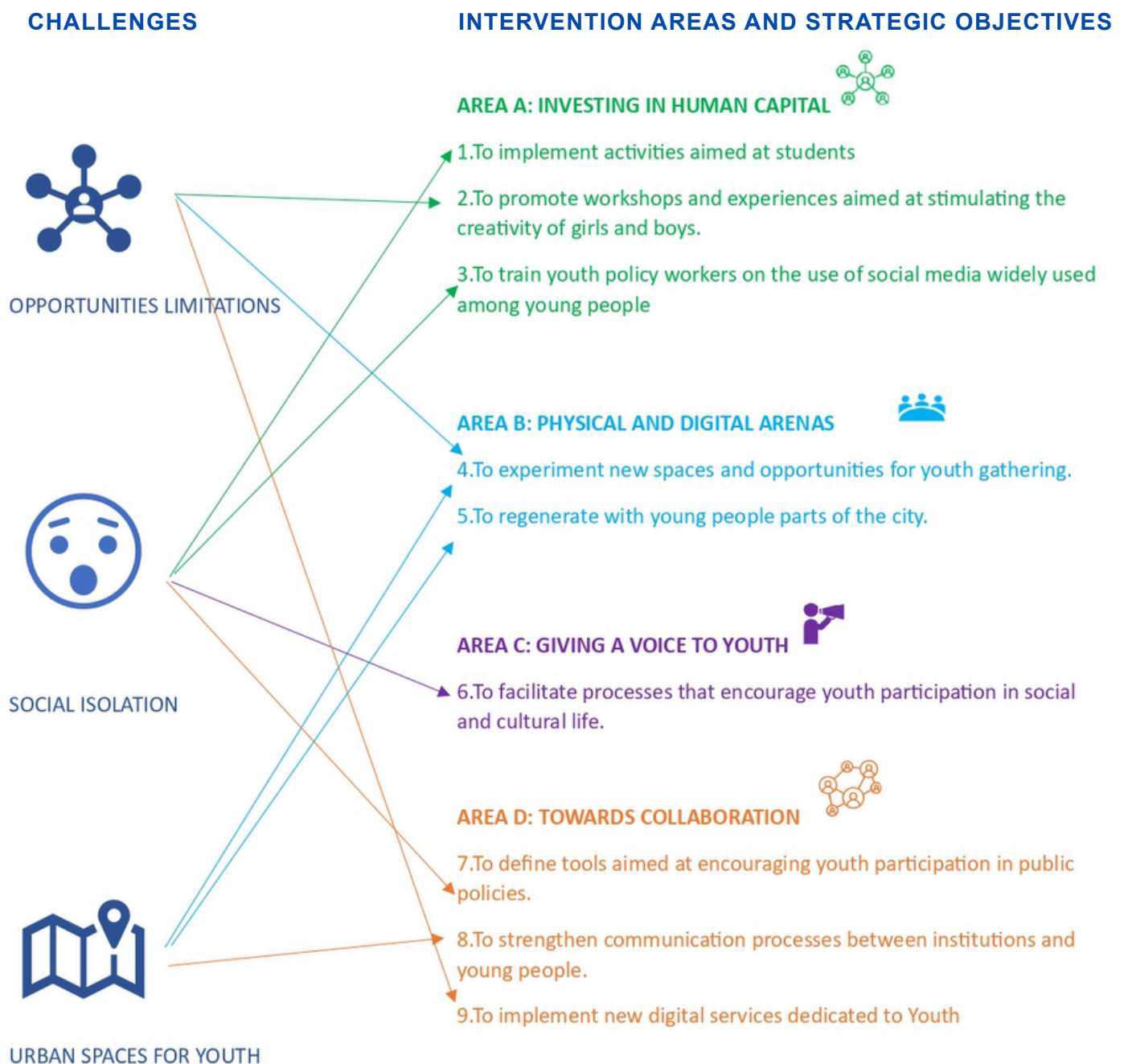
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#### Strategic Objective 9: To implement new digital services dedicated to Youth

No.	ACTIONS	SHORT DESCRIPTION	MAIN EXECUTOR	ACTIVITIES	OUTPUTS	CONCERNS	TIMESCALE	RESOURCES
9	Digital and Physical One-Stop Shop for Youth	Establish a hybrid one-stop shop combining physical and digital services to support youth inclusion and psychological well-being, offering access to opportunities, mental-health resources, and youth-oriented activities in line with models from Aarhus, Oulu and Cartagena.	Municipality of Perugia in collaboration with Youth Services Center, youth associations and health services	Identify and prepare one or more physical locations to host the one-stop shop space dedicated to young people	Physical space(s) identified (also Hybrid and Mobile Youth Centres) for youth services	Logistical and administrative difficulties in allocating space and resources	2026-2028	ERASMUS + KA3 EUROPEAN YOUTH TOGETHER Call for proposal Municipality own resources Resources from private Foundations
				Select and deploy appropriate technologies and digital infrastructure for supporting youth services, including mental-health and inclusion platforms	Digital infrastructure operational, providing youth-friendly services including mental-health and inclusion support	Lack of digital skills among youth or service providers, and higher implementation costs		
				Launch initial activities in the hub: digital self-help tools, peer-support forums, workshops on inclusion and psychological wellness	A set of pilot activities launched aimed at engaging youth in inclusive participation and well-being services	Low initial participation, especially among marginalized youth or those with psychological vulnerability		
				Monitor and integrate user feedback, refine services to ensure accessibility for all youth including those at risk of exclusion	A functional hybrid hub (physical + digital) facilitating opportunities and support for young people's inclusion and psychological health	Long-term sustainability: risk that the hub becomes under-used or oriented only to a limited group; Ensuring services adequately cover both inclusion and psychological well-being, avoiding stigma or unequal access		

# RELATION AMONG CHALLENGES, INTERVENTION AREAS AND STRATEGIC OBJECTIVES

Before proceeding with the planning, it is essential to connect the challenges identified through the analysis and definition of issues, the areas identified in the work of the Three Horizons, and, finally, the actions developed through the Impact Navigator and the insights gathered with the local group.



# OUR TESTING ACTIONS

The work of the Urbact Local Group has led to the planning of these testing actions aimed at enhancing the creative and technological skills of young people. This plan includes:

- **A series of six training sessions focused on artificial intelligence;**
- **Two events to present the projects developed by the participating youth.**

During the training, participants will explore the potential of Generative Artificial Intelligence applied to music and videomaking. They will learn how to compose and mix a music track using AI tools, and then amplify its visual and narrative impact by creating a music video generated with the same technologies.

The goal is ambitious: to create a project where sound, images, and storytelling merge thanks to artificial intelligence, resulting in an immersive experience in the digital creativity of the future.

The program of sessions has been designed to guide participants on a progressive journey from discovering AI to producing a complete piece of content:

- Introduction to generative artificial intelligence and its use in music;
- Creating the music base with AI tools;
- Arrangement, editing, and mixing: transforming an idea into a complete track;
- Generating images and videos with AI: experimenting with the visual side of creativity;
- Editing and storytelling: shaping a music video;
- Finalizing the project and preparing for the presentation.



At the end of the training program, two spectacular events will be organized to showcase the works created by the participants to the public and industry professionals:

- **THE AI SESSIONS – LIVE CREATION SHOW** (April 12 @ Centro Servizi Giovani)

An exclusive event where participants will present their projects for the first time to a select audience of music industry professionals, producers, artists, and creatives.

- **SONIC VISIONS – AI EXPERIENCE (April 26 @ Casa Roghers)**

An immersive evening dedicated to the public screening of the music videos generated during the workshop. A large screen under the stars will transform Piazza del Melo into a digital arena, where the audience can experience an extraordinary audiovisual journey through sounds and images created by AI.

