



INTEGRATED ACTION PLAN

Re-Generating Sport

City of Milan (Italy)

Credits

This Integrated Action Plan (IAP) was developed in the framework of the URBACT Re-Gen project and coordinated by the **Municipality of Milan**, with the involvement of several municipal departments including:

- Youth, Sports and Tourism Department
- Urban Regeneration Department
- Welfare and Social Services Department
- Housing Department
- Local Administration and Participation Department (Municipio 7)

The co-design and participatory planning process was carried out in close collaboration with the **Urban Local Group (ULG)**, composed of key organizations active in the San Siro neighbourhood:

CSI (Centro Sportivo Italiano) - promoting grassroots sport and educational initiatives through physical activity.

Equa Cooperativa Sociale - supporting social inclusion, youth empowerment, and community development.

Comunità Nuova - working on social inclusion and youth engagement through educational and sport-based interventions.

The ULG approach allowed for a plural and cooperative process, where each actor contributed to shaping the vision and actions of this IAP, based on their expertise and local presence.

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Re-Gen Project Brief

URBACT Re-Gen is a European project aimed at fostering **inclusive urban regeneration** through the active engagement of young people and the temporary and participatory transformation of public spaces.

In Milan, the project focuses on the **San Siro** district, a complex and diverse area facing multiple urban and social challenges, including educational poverty, limited access to quality public spaces, and social fragmentation. Despite these challenges, San Siro is one of the city's youngest neighbourhoods, rich in cultural diversity and local networks. The project's core ambition is to **transform underused public spaces into vibrant, inclusive hubs** for sport, culture, and community life, while reshaping the collective narrative and perception of the area. This process is guided by principles of co-design, shared governance, and intersectoral collaboration.

Over the course of the project, 3 **testing actions** were implemented:

- **Sun Siro** (2024 and 2025): A community-driven event co-designed with young people to activate Piazza Selinunte through sport and social activities. It demonstrated the potential of temporary interventions to generate a sense of community and belonging.
- **Suoni di Sport** (2025): A testing action focused on strengthening youth protagonism through a combination of music, sport, and storytelling in different spaces of the neighbourhood.

These experiences allowed stakeholders to experiment with collaborative planning methods, test inclusive approaches to public space activation, and generate insights that directly inform the development of this Integrated Action Plan. Re-Gen Milan aligns with wider urban policies and initiatives such as **Generazione Sport, Fuori Campo, PINQUA**, street education initiatives, contributing to a strategic vision for a more open, connected, and liveable neighbourhood.



City Overview / Presentation

Milan is Italy's second largest city and a leading European hub of culture, economy, and innovation. Known internationally for its finance, design, fashion, and academic institutions, it is also a vibrant centre for sports, cultural exchange, and urban experimentation. Milan's capacity to combine global attractiveness with strong local identities makes it a dynamic but complex metropolis.

Within this context, San Siro, in Municipio 7, represents both a challenge and an asset. It is home to around 26,600 residents, 35% of whom are under 35, and 37% are foreign citizens. This youthful and diverse population is a valuable resource for the city, but it is also concentrated in an area marked by public housing estates, educational poverty, and urban decay. Public spaces are often underused or perceived as unsafe, reinforcing processes of marginalisation.

At the same time, San Siro brings enormous value to Milan: its cultural diversity, central location, and symbolic role as the district of the San Siro Stadium – currently at the centre of debates about its future – make it one of the city's most visible neighbourhoods. The area's challenges highlight urgent social needs, but its assets offer unique opportunities to pilot innovative solutions.

For these reasons, San Siro is considered a priority area for inclusive regeneration and youth-centred policies. Here, investments in sport, education, and public space can generate broader impacts for the city, not only by addressing local deprivation but also by creating a model of participation and legacy that resonates with Milan's urban strategies and the Milano-Cortina 2026 Olympic horizon.

Executive Summary

The Integrated Action Plan (IAP) for San Siro defines a roadmap to regenerate public spaces and transform them into inclusive hubs for sport, education, and culture.

Building on the testing phase of the URBACT Re-Gen project, *Generazione Sport* and *Fuori Campo* take forward its outcomes, ensuring continuity and contributing to Milan's strategies for social inclusion, youth empowerment, and the Milano-Cortina 2026 Olympic legacy.

Despite its centrality and iconic infrastructures, San Siro faces persistent challenges: educational poverty, housing vulnerability, underused and unsafe public spaces, and social fragmentation. At the same time, it presents opportunities: active community networks, strong institutional engagement, and a young, multicultural population eager to participate in change.

The general objective of the IAP is to **foster urban regeneration and social inclusion through sustainable, participatory, and youth-driven initiatives**. Three specific objectives guide the plan:

- **SO1 - Engaging Public Space:** rethinking and activating public areas through inclusive sport and placemaking initiatives.
- **SO2 - Sport and Education:** promoting sport as a tool for well-being, empowerment, and vocational pathways.
- **SO3 - New Narratives:** reshaping San Siro's image by amplifying youth voices, cultural diversity, and creative expression.

Actions are structured in three Work Packages: **WP1 - Public Space**, **WP2 - Sport and Education**, and **WP3 - New Narratives**. They include participatory workshops, mapping, hackathons, youth-led sport projects, mentorship programs, and storytelling initiatives.

A multi-level governance system ensures effectiveness and sustainability: the Municipality of Milan and Municipio 7 provide policy alignment and resources; the Urban Local Group (ULG) – including CSI, Equa, and Comunità Nuova – engages residents and implements actions; academic partners and cultural associations contribute expertise and creativity.

Expected impacts include:

- more inclusive and liveable public spaces;
- stronger networks and collaborative governance;
- increased youth participation and skills development;
- a renewed, positive image of San Siro as a vibrant, cohesive, and culturally rich neighbourhood.

The IAP turns San Siro's challenges into opportunities and provides not only a local roadmap but also a **replicable model of community-led urban regeneration** for other Milanese districts and European cities.

The Action Planning Process

Urban Local Group (ULG)

The Urban Local Group (ULG) has been the engine of the Re-Gen process in San Siro. Composed of key third-sector organisations – **Centro Sportivo Italiano (CSI)**, **Equa Cooperativa**, and **Comunità Nuova** – alongside the Municipality of Milan, Municipio 7, and additional partners (e.g. Galilei High School, Negri School, Off Campus – Politecnico di Milano, Codici, local sports associations), the ULG provided a structured platform for collaboration.

This multi-actor body ensured a constant dialogue between institutions, practitioners, and residents, integrating diverse expertise on sports, youth work, social inclusion, and public space regeneration. Monthly meetings allowed stakeholders to jointly identify priorities, design initiatives, and align efforts with broader municipal strategies. Over time, the ULG shifted from a collective planning mode to a more structured division of tasks, with each actor focusing on specific interventions while maintaining a coordinated vision. The goal has been to strengthen long-term ownership and embed Re-Gen actions into local development policies.

Testing Actions

Testing actions have been a crucial step to validate approaches and generate learning for the Integrated Action Plan.

- **Sun Siro** (led by CSI + Comunità Nuova) transformed **Piazzale Selinunte** into a lively community hub for a day, co-designed with groups of young people. The event combined sport activities, creative workshops, and family-friendly engagement, proving how public spaces could become safe and attractive through youth-led activation. It attracted many adolescents (11–14), families, and local associations, creating a positive and visible example of participatory regeneration.
- **New Narratives** (led by Equa) involved teenagers and young adults in **storytelling and creative expression**. Through workshops, training in digital media, and cultural initiatives, young people reimagined San Siro's identity, challenged stereotypes, and shared new perspectives on their neighbourhood. Artistic and cultural outputs – from digital stories to temporary installations – amplified youth voices and highlighted the area's diversity and vitality.

These testing actions were not ends in themselves but learning opportunities. They confirmed that **youth engagement, sports, and creative narratives** are powerful drivers of inclusion, and they informed the structure of the IAP's three Work Packages.

Planning

The planning phase integrated insights from context analysis, testing actions, and stakeholder contributions into a coherent framework. It was structured around:

- **Strategic Objectives:** fostering urban regeneration and social inclusion through three specific goals (public space, sport & education, new narratives).
- **Work Packages:** WP1 – Engaging and Accessible Public Space, WP2 – Sport and Education, WP3 – New Narratives.

- **SMART objectives and KPIs:** defined for each WP, including measurable indicators on youth participation, inclusivity, cultural outputs, and perception change.
- **Timeline:** short-term actions tested during the first two years (2025–26), combined with a roadmap towards Milano–Cortina 2026 for long-term sustainability.

Planning has also meant aligning with existing municipal programmes (PINQUA, San Siro Agenda, Generazione Sport, Fuori Campo) to ensure coherence, avoid duplication, and maximise synergies.

Sharing

The action planning process was characterised by **continuous sharing and collective learning**. The ULG acted not only as a design group but also as a dissemination platform, keeping residents and partners informed and engaged. Key moments included:

- **Monthly ULG meetings**, where progress and priorities were reviewed together.
- **Participatory workshops with youth**, where needs, preferences, and creative ideas were gathered.
- **Events such as Sun Siro**, which served both as testing and as public showcases to involve a wider community.
- **Storytelling and narrative activities**, which ensured that the voices of young people circulated beyond the project, reshaping how San Siro is perceived inside and outside the neighbourhood.

This open and participatory process has been essential to build trust, create shared ownership, and generate visibility for the regeneration efforts. It laid the foundations for continuity beyond the URBACT framework, with Generazione Sport and Fuori Campo now carrying forward the legacy of Re-Gen in the city's long-term strategies.

PART 1 – Background

1.1 Challenges Addressed and Anticipated Solution

San Siro is a central yet fragile neighbourhood in Milan, characterised by strong cultural diversity, a young population, and deep socio-economic divides. The main **challenges** include:

- **Educational poverty and school dropout:** higher rates than the city average, with school segregation and limited extracurricular opportunities.
- **Employment and economic inclusion:** young residents face barriers to work, skills mismatches, and limited job opportunities.
- **Housing and living conditions:** large areas of public housing in urgent need of maintenance, social policies insufficient to guarantee long-term stability.
- **Public spaces:** many areas are underutilised, unsafe, or lacking inclusive facilities, despite central location and good transport connections.
- **Social cohesion:** low interaction among different groups, risk of fragmentation, limited engagement of young women, and negative stereotypes associated with the neighbourhood.

The **anticipated solution** is to create a mix of **sport, culture, and youth engagement** as key drivers of regeneration:

- Reclaiming and activating public spaces as inclusive and accessible community hubs.
- Providing educational and vocational opportunities through sport.
- Supporting creative and cultural initiatives to reshape San Siro's narrative.
- Building participatory governance structures that align local initiatives with city-wide strategies.

1.2 Context Analysis

San Siro has 26,600 residents in just 1 km², with 35.8% under 35 and 37% foreign residents, compared to 20% citywide. It is one of the youngest and most diverse districts in Milan. However, it suffers from:

- Spatial isolation: despite being well connected, its large, enclosed blocks and deteriorated public spaces limit permeability and attractiveness.
- Limited gathering places: beyond the iconic San Siro Stadium, there are few safe or inclusive public facilities.
- Social inequalities: concentration of vulnerable groups, families in public housing, and high levels of marginalisation.

At the same time, opportunities include:

- A dynamic young population and strong educational network (schools, community centres).
- Active third-sector networks (QuBì Selinunte, Tavolo San Siro).
- Ongoing regeneration projects (PINQUA, Cascina Case Nuove, EXTM, De Montel).
- The Milano–Cortina 2026 Winter Olympics, a unique chance to invest in infrastructure and legacy for inclusion and youth participation.

1.3 Mapping Stakeholders

The action planning process involved a wide set of stakeholders, coordinated through the Urban Local Group (ULG):

- Municipality of Milan: Directorates of Youth, Work & Sport; Housing; Welfare; Urban Regeneration.
- Municipio 7: local governance, education, social services, green areas.
- Third Sector Organisations: CSI (grassroots sport promotion), Equa Cooperativa (social inclusion), Comunità Nuova (youth and sport-based education).
- Academic and Technical Partners: Off Campus (Politecnico di Milano), Codici (social research and innovation).
- Community Networks: QuBì Selinunte, Laboratorio di Quartiere, local schools (Galilei Secondary School), local cultural and sport associations.

- Private Sector: developers (AXA IM, Hines), football clubs (AC Milan, Inter) involved in stadium and area redevelopment.

This network allowed for multi-actor collaboration, integration of expertise, and alignment between institutional policies and community needs.

1.4 Target Groups and Their Needs

The IAP identifies several priority target groups:

- Adolescents and young adults (11-24): need for safe gathering spaces, accessible sport, educational opportunities, and platforms to express their voice and creativity.
- Children and families: demand for play areas, accessible cultural activities, and support against child poverty.
- Wider community of San Siro: needs spaces that foster intercultural dialogue, cohesion, and improved quality of life.

1.5 Relevant Policies Framework

European Level

- EU Cohesion Policy 2021–2027: priorities for a greener, more connected, more inclusive Europe.
- ERDF & ESF+ Programmes: support sustainable urban development, social inclusion, and digital/green transition.
- Urban Agenda for the EU and New Leipzig Charter: stress integrated, place-based approaches to regeneration and social innovation.

National Level (Italy)

- PNRR (National Recovery and Resilience Plan): investments for housing quality and urban regeneration through PINQUA.
- PON Metro (2014–2020, extended via React-EU): €122M allocated to Milan for digital agenda, sustainable mobility, and social inclusion.
- Law 285/97: funds innovative projects for children and youth, basis for the Street Education project in San Siro.

Regional Level (Lombardy)

- Lombardy Regional Programme 2021–2027: policy objectives aligned with EU priorities (competitiveness, inclusion, sustainability).

Urban Level (City of Milan)

- San Siro Agenda & Tavolo San Siro: integrated framework for education, housing, culture, welfare, sport.
- Tactical Urbanism Programme: reallocation of streets and squares to pedestrian, child- and community-friendly uses.
- Memorandum of Understanding (ALER & Lombardy Region): commitment for housing rehabilitation and community services.
- City Sport Strategy: expansion of grassroots sport, use of school gyms, and development of inclusive open-air facilities.
- Generazione Sport: launched in 2024 to expand youth access to sport through alliances with third-sector organisations.
- Fuori Campo: launched in 2025, puts together cultural, educational and sport-based activation of public spaces.

PART 2 – Vision, Objectives, Expected Changes

The URBACT Re-Gen project in Milan envisions **revitalizing underutilized public spaces** in the San Siro district, particularly **Piazzale Selinunte**, by transforming them into **vibrant, inclusive urban hubs for sports and cultural activities**. The initiative places **youth engagement at its core**, involving adolescents in the **co-design and co-construction** of these spaces.

More than a **physical transformation**, Re-Gen aims to **reshape narratives and urban experiences**, ensuring that public spaces become **more welcoming and reflective of the aspirations of new generations**. Through sports, **participatory activities, and cultural initiatives**, the project seeks to **strengthen social cohesion, empower young people, and enhance the visibility of ongoing regeneration efforts**, contributing to a **broader urban renewal strategy**.

San Siro faces **complex socio-economic challenges** that make the process of urban regeneration particularly demanding. The neighbourhood is characterized by:

- **Educational Poverty and School Dropout:** High dropout rates and **limited access to quality education** contribute to **youth disengagement**. Strengthening **school retention programs** and **extracurricular support** is essential.
- **Employment and Economic Inclusion:** Young people often face **barriers to employment** due to **limited job opportunities, skills mismatches, and economic instability**. Expanding **vocational training, apprenticeships, and local job creation** initiatives is crucial.
- **Housing and Living Conditions:** The area is dominated by **public housing**, yet many units **require urgent maintenance**. Improved **social housing policies** are needed to ensure **quality living conditions** and long-term **residential stability**.
- **Public Spaces and Urban Infrastructure:** There is a **critical lack of inclusive, well-designed public spaces** that foster **social interaction, cultural engagement, and recreational opportunities** for all. Urban regeneration efforts must prioritize **accessibility, safety, and community well-being**.
- **Capacity Building for Sports Educators:** Sports play a central role in **youth development**, yet **coaches and educators** require additional **training in social inclusion, youth engagement, and intercultural communication** to maximize their impact.

Working with young people in this area is particularly challenging, as many have **limited opportunities**, and alternative paths often seem **unattainable**. Without structured interventions, some risk being drawn into **risky or deviant behaviours**. Despite limited resources, several **local stakeholders are actively working to provide real alternatives**, but stronger support is needed.

Re-Gen can serve as a **catalyst for connections, new ideas, and co-created solutions**, bringing an **external perspective** while strengthening local **collaborations and participatory processes**. By **integrating education, sports, and community-driven initiatives**, the project aims to **empower youth, enhance public spaces, and contribute to a more cohesive and resilient neighbourhood**.

2.1 Vision

The URBACT Re-Gen project envisions San Siro as a neighbourhood where public spaces become vibrant, inclusive and lived-in places that foster social cohesion, youth empowerment and community wellbeing.

By transforming underused areas – particularly around Piazzale Selinunte – into accessible hubs for sport, culture and everyday social life, the project places young people at the centre of urban change.

Re-Gen imagines a district where adolescents actively shape their environment through co-design, creative expression and the shared stewardship of public spaces. Through sport, storytelling and collaborative placemaking, new narratives emerge that challenge stigma, strengthen local identity and make San Siro a more open, connected and welcoming neighbourhood.

This vision affirms a long-term ambition: a community where young people are recognised as key actors of regeneration, public space is a catalyst for inclusion, and collective action drives a more resilient and equitable urban future.

2.2 Objective/s

The objectives define the overall direction and the specific results that the City of Milan aims to achieve in the San Siro district through the URBACT Re-Gen project. They articulate a **multi-level logic**: from a general vision of inclusive regeneration to a local integrated strategy, down to concrete thematic objectives and measurable results. This framework ensures coherence between policy alignment, community engagement, and operational implementation across the three main axes of the project – **Public Space, Sport & Education, and New Urban Narratives**.

“Foster urban regeneration and social inclusion in San Siro by transforming public spaces through sustainable, participatory, and inclusive initiatives, enhancing community engagement and aligning with the city’s strategies and policies for adaptive and evidence-based approaches.”

This General Objective expresses the long-term impact vision of the plan, connecting Re-Gen to Milan’s wider urban regeneration strategies and European priorities for social inclusion and sustainable development

Strategic Objective (St. Ob)

“Promote an integrated, inclusive and participatory regeneration of San Siro through public space transformation, youth empowerment and cross-sectoral collaboration, strengthening community engagement, aligning with city strategies and ensuring the long-term sustainability of urban change.”

Specific Objectives (O)

The Specific Objectives define the thematic priorities of the IAP and form the backbone of the three Work Packages (WP1-WP3). Each objective is connected to a group of actions and related Key Performance Indicators (KPIs), ensuring a balanced approach between spatial, social, and cultural transformation.

- O1) To create a more vibrant and engaging neighbourhood by promoting inclusive and accessible sports activities in public spaces.*
- O2) To promote the values of sport as an opportunity for personal development and growth for young people in San Siro and beyond.*
- O3) To engage young people in the creation of new urban narratives to reshape collective imagination and counteract the stigmatization of the San Siro neighbourhood.*

2.3 Smart Goals

The SMART Goals define the concrete and measurable results expected from the implementation of each Specific Objective. They ensure that actions lead to visible improvements in the physical environment, in social inclusion through sport, and in the cultural and narrative dimension of San Siro’s regeneration.

Smart Goals (SG) linked to O1

The goals linked to O1 aim to transform public spaces into inclusive, safe, and participatory environments. They ensure that local youth and residents actively contribute to identifying needs, co-designing solutions, and implementing tangible improvements > **Engaging and Accessible Public Space**

Id	Description	Indicator of result	Unit of measurement	Baseline	Target	Due month
SG1.1	Conduct at least 3 participatory workshops involving young people and residents to identify community needs and spatial priorities	Number of workshops	N	0	≥3	M12

SG1.2	Identify and map at least 5 potential locations for inclusive sports and social activities within San Siro	Number of mapped locations	N	0	≥5	M18
SG1.3	Implement at least 2 small-scale improvements enhancing safety or accessibility (e.g. lighting, equipment repair, signage)	Number of interventions	N	0	2	M24
SG1.4	Organize 1 participatory event (e.g. hackathon) engaging youth in co-design of inclusive and accessible spaces	Event implemented	Y/N	0	1	M16
SG1.5	Update the participatory mapping annually and extend it to at least two additional districts	N. of districts involved	N	0	≥2	M30
SG1.6	Produce an annual Public Space Review with youth and technical stakeholders	1 doc.	Y/N	0	1 report	M36
SG1.7	Implement one micro-intervention pilot in a new neighbourhood	N. interventions	N	0	1	M36

Smart Goals (SG) linked to O2

The goals under O2 focus on using sport as a vehicle for education, inclusion, and employability, strengthening partnerships and creating lasting opportunities for young people > Sport and education.

Id	Description	Indicator of result	Unit of measurement	Baseline	Target	Due month
SG2.1	Engage at least 5 schools, youth centres, or community hubs in educational and awareness initiatives on the social value of sport	Number of institutions involved	N	0	5	M18
SG2.2	Organize 10 inclusive sports events promoting public spaces use, gender balance, inclusiveness and intercultural participation	Number of events	N	0	3	M24

SG2.3	Activate 2 mentorship or vocational pathways connecting young people with athletes, coaches, or local clubs	Number of programs	N	0	2	M22
SG2.4	Increase participation of vulnerable or underrepresented youth (e.g. NEETs, newcomers, disabled persons) in local sport activities by 20%	% increase in participation	%	TBD	20%	M24
SG2.5	Integrate the sport + education model in at least three districts	N. districts	N	0	3	M34
SG2.6	Increase youth participation in inclusive sport activities	% increase	N	TBD	+30%	M36
SG2.7	Establish a permanent network of at least 10 trained educators / coaches	N. persons involved	N	0	10	M36

Smart Goals (SG) linked to O3

The goals linked to O3 promote youth creativity and storytelling as tools for collective empowerment and image transformation of San Siro. They ensure that young people are not only participants but also producers of new narratives and symbols of change > new urban narratives

Id	Description	Indicator of result	Unit of measurement	Baseline	Target	Due month
SG3.1	Train at least 20 young people in storytelling, digital media, and creative communication	Number of participants trained	N	0	20	M20
SG3.2	Produce and disseminate at least 5 cultural or artistic outputs (videos, exhibitions, podcasts, performances) co-created by youth	Number of outputs produced	N	0	5	M24
SG3.3	Achieve a measurable improvement in the external perception of San Siro's image based on surveys or media analysis	Perception change	% / qualitative	Baseline survey	15%	M24

SG3.4	Establish 1 youth-led creative hub or network ensuring continuity of storytelling and cultural initiatives beyond the project	Hub established	Y/N	0	1	M24
SG3.5	Establish a Youth Creative Hub		Y/N	0	1	M32
SG3.6	Deliver one city-wide storytelling campaign for San Siro		Campaign produced	0	1	M30
SG3.7	Achieve an improvement in external perception of San Siro (second survey)		% change	Baseline 2025	+25%	M36

2.4 Actions

The following section presents the set of actions planned to achieve each Specific Objective and the corresponding SMART Goals. Actions are grouped under three thematic Work Packages (WP1-WP3), reflecting the integrated nature of the IAP and ensuring coherence between physical space transformation, social inclusion through sport, and cultural innovation. Each action contributes to one or more SMART Goals, reinforcing the participatory, inclusive, and cross-sectoral approach that characterizes the Re-Gen initiative in San Siro.

Actions Planned to achieve the O1 and related SMART Goals

The actions under Objective 1 (SO1) aim to enhance the accessibility, safety, and inclusiveness of public spaces in San Siro. They involve young people, residents, and local associations in participatory processes to identify priorities, co-design solutions, and activate small-scale tangible improvements, promoting a stronger sense of community ownership.

Work Package 1 - Engaging and Accessible Public Space

- A1.1 - Participatory Workshops with Young People and Residents**
Organizing cyclical co-design workshops involving adolescents, residents, schools and local organizations to identify needs, priorities and potential improvements in public spaces. Workshops will be replicated annually and progressively extended to other districts as part of the citywide integration of Re-Gen methodologies. - *Linked to SG1.1, SG1.6, SG1.7*
- A1.2 - Securing and Upgrading Existing Infrastructure**
Implement minor works to ensure safety and usability of sports and social areas (e.g., basketball courts, lighting, benches, accessibility routes). (*Linked to SG1.3*)
- A1.3 - Mapping the Neighbourhood with Youth**
Conduct participatory mapping activities that combine youth-led observations, spatial data collection and accessibility assessments. Starting from San Siro, the mapping will be updated annually and gradually expanded to at least two additional districts, becoming a tool for monitoring change and guiding municipal decision-making (*Linked to SG1.2, SG1.5, SG1.6*)
- A1.4 - Accessibility and Safety Hackathon**

Host a youth-led innovation event (Hackathon) to generate ideas and prototypes for improving safety, inclusiveness, and accessibility in public spaces. (Linked to SG1.4)

- **A1.5 – Inclusive Sports Events and Placemaking Initiatives (e.g. *Sun Siro*)**

Organizing open, inclusive sports and cultural events in public spaces to test co-designed improvements and foster active community participation. The initiative evolves into a scalable model (“Sun Siro – City Edition”) that, from 2027 onward, can be implemented in additional neighbourhoods as a recurring urban activation tool. (Linked to SG1.3, SG1.4, SG1.7)

- **A1.6 – Micro-Interventions for Public Space Quality**

Develop small-scale, community-led improvements (e.g. benches, signage, lighting trials, murals, turf maintenance) in San Siro and at least one additional district by 2027. These interventions respond to mapping outcomes and youth priorities, while creating visible, tangible changes in the neighborhood. (Linked to SG1.3, SG1.7)

Actions Planned to achieve the O2 and related SMART Goals

The actions under Objective 2 (SO2) are designed to leverage sport as a powerful tool for inclusion, education, and youth empowerment. They promote partnerships between schools, sport associations, and community actors, building long-term learning and employment pathways connected to sport and civic participation.

Work Package 2 – Sport and Education

- **A2.1 – Educational and Awareness Initiatives on the Social Value of Sport**
Educational and Awareness Initiatives on the Social Value of Sport

Deliver training and awareness programmes across schools, youth centres and sports associations, promoting sport as a tool for inclusion, wellbeing and civic participation. The programme will be progressively standardised and integrated into the ordinary educational activities of multiple districts by 2027. - Linked to SG2.1, SG2.5

- **A2.2 – Strengthening Partnerships between Institutions, Third Sector and Sport Associations**

Consolidate cooperation agreements to ensure long-term opportunities for inclusive sport, targeting girls, newcomers, NEETs and other underrepresented groups. By 2027, these partnerships will constitute a stable and cross-district network supporting community sport ecosystems (Linked to SG2.1, SG2.5, SG2.6)

- **A2.3 – Mentorship and Vocational Pathways for Young People**

Create structured mentorship, shadowing and vocational experiences connecting youth with athletes, coaches and sport professionals. The pathways will expand through 2026–2027, leading to a permanent network of trained educators and sport mentors. (Linked to SG2.3, SG2.4, SG2.7)

- **A2.4 – Support for Youth-led Sport Projects and Micro-Enterprises**

Provide technical, organizational and logistical support for youth-led initiatives such as tournaments, sport-related micro-businesses, peer-education projects and neighborhood sport clubs. By 2027, the aim is to generate a sustainable youth sport ecosystem anchored in multiple districts. (Linked to SG2.3, SG2.5, SG2.7)

- **A2.5 – Inclusive Community Sports Events (*Sun Siro & Scaling*)**

Deliver recurring inclusive events promoting intercultural participation and gender equality. From 2027 onward, these will be replicated in additional districts, contributing to a citywide sport participation strategy (Linked to SG2.2, SG2.6)

Actions Planned to achieve the O3 and related SMART Goals

The actions related to Objective 3 (SO3) focus on empowering young people as narrators and changemakers, using art, digital media, and storytelling to reshape collective perceptions of San Siro. They

combine creative capacity-building, cultural co-production, and community storytelling to build pride, visibility, and cultural continuity.

Work Package 3 – New Urban Narratives

A3.1 – Youth Storytelling and Digital Media Training

Organize storytelling, videomaking, podcasting and sound design labs where young people develop creative skills and narrate their neighbourhood. From 2026–2027, these activities will contribute to the establishment of a Youth Creative Hub that will remain active beyond Re-Gen. (Linked to SG3.1, SG3.5)

A3.2 – Artistic and Creative Expression Initiatives

Develop workshops and cultural productions (murals, exhibitions, performances, digital arts) that express local identity and diversity. By 2027, artistic outputs will contribute to a citywide narrative campaign that challenges stigma and promotes positive imagery of San Siro (Linked to SG3.2, SG3.6)

A3.3 – Co-creation with Artists, Filmmakers and Media Professionals

Activate partnerships with creative professionals to support co-production of cultural works with young residents.

These collaborations will feed into long-term visibility tools such as exhibitions, festivals and multimedia collections. (Linked to SG3.1, SG3.2, SG3.6)

A3.4 – Temporary Cultural Activations in Public Space

Use public spaces as venues for temporary installations, screenings, performances and debates that strengthen community identity and visibility. From 2027 onward, these activations will be part of a broader citywide series linked to the Creative Hub and municipal participation policies. (Linked to SG3.2, SG3.3, SG3.6)

A3.5 – Building and Sharing a New Narrative about San Siro

Collect and disseminate youth-led stories, images and digital outputs across neighborhoods and city channels to reshape perception and foster pride. A longitudinal communication campaign will measure perception change and consolidate inclusive narratives by 2027. (Linked to SG3.3, SG3.6, SG3.7)

The planned actions establish a clear and coherent pathway from strategic vision to operational practice, ensuring that each phase of the IAP contributes to the integrated regeneration of San Siro. Through the combination of **participatory urban design, sport as a driver for inclusion, and creative storytelling**, the plan addresses the spatial, social, and cultural dimensions of urban transformation, fostering a vibrant, inclusive, and resilient neighbourhood.

The **feasibility and sustainability** of the IAP, however, depend on a set of **enabling conditions** that must accompany its implementation. First and foremost, the plan requires the consolidation of a **collaborative governance framework** capable of ensuring coordination among municipal departments, local associations, schools, and residents.

Only through shared management and open dialogue will it be possible to align local initiatives with broader city strategies and maintain long-term impact. Equally important is the establishment of **participatory mechanisms** that allow continuous community involvement throughout the implementation phase – from co-design to evaluation. This includes promoting **intergenerational exchange and intercultural dialogue**, which are essential for building trust, strengthening social cohesion, and ensuring that regeneration benefits all groups in the neighbourhood.

Finally, to guarantee transparency and adaptive learning, the IAP should be supported by **collaborative monitoring and evaluation practices**, co-developed with community stakeholders to collect feedback, track progress, and share evidence of change.

By integrating these governance and participation mechanisms as **structural conditions** of implementation, the IAP moves beyond the notion of a single project: it becomes a **shared, evolving process of urban transformation**, capable of strengthening institutional collaboration, empowering communities, and ensuring the long-term sustainability of inclusive regeneration in Milan

VISION > Foster urban regeneration and social inclusion in San Siro by transforming public spaces through sustainable, participatory, and inclusive initiatives, enhancing community engagement and local development and aligning testing actions with the city's strategies and policies will be carried out, for adaptive and evidence-based approaches.

STRATEGIC OBJECTIVE > Promote an integrated, inclusive and participatory regeneration of San Siro through public space transformation, youth empowerment and cross-sectoral collaboration, strengthening community engagement, aligning with city strategies and ensuring the long-term sustainability of urban change.*

STRATEGIC OBJECTIVE 01 > To create a more vibrant and engaging neighbourhood by promoting inclusive and accessible sports activities in public spaces.

SG 1 - Conduct at least 3 participatory workshops involving young people and residents to identify community needs and spatial priorities
SG 2 - Identify and map at least 5 potential locations for inclusive sports and social activities within San Siro
SG 3 - Implement at least 2 small-scale improvements enhancing safety or accessibility (e.g. lighting, equipment repair, signage)
SG 4 - Organize 1 participatory event (e.g. hackathon) engaging youth in co-design of inclusive and accessible spaces
SG 1.5 - Update the participatory mapping annually and extend it to at least two additional districts
SG 1.6 - Produce an annual Public Space Review with youth and technical stakeholders
SG 1.7 - Implement one micro-intervention pilot in a new neighbourhood

STRATEGIC OBJECTIVE 02 > To promote the values of sport as an opportunity for personal development and growth for young people in San Siro and beyond.

SG 1 - Engage at least 5 schools, youth centres, or community hubs in educational and awareness initiatives on the social value of sport
SG 2 - Organize 3 inclusive sports events (e.g. Sun Siro) promoting gender balance and intercultural participation
SG 3 - Activate 2 mentorship or vocational pathways connecting young people with athletes, coaches, or local clubs
SG 4 - Increase participation of vulnerable or underrepresented youth (e.g. NEETs, newcomers, disabled persons) in local sport
SG5 - Integrate the sport + education model in at least three districts
SG6 - Increase youth participation in inclusive sport activities
SG7 - Establish a permanent network of at least 10 trained educators / coaches

STRATEGIC OBJECTIVE 03 > To engage young people in the creation of new urban narratives to reshape collective imagination and counteract the stigmatization of the San Siro neighbourhood

SG 1 - Train at least 10 young people in storytelling, digital media, sound production and creative communication
SG 2 - Produce and disseminate at least 5 cultural or artistic outputs (videos, exhibitions, podcasts, performances) co-created by youth
SG 3 - Achieve a measurable improvement in the external perception of San Siro's image based on surveys or media analysis
SG 4 - Establish 1 youth-led creative hub or network ensuring continuity of storytelling and cultural initiatives beyond the project
SG 5 - Establish one permanent Youth Creative Hub
SG 6 - Deliver one city-wide storytelling campaign for San Siro
SG 7 - Achieve an improvement in external perception of San Siro

A1.1 - Participatory Workshops with Young People and Residents > Organizing cyclical co-design workshops involving adolescents, residents, schools and local organizations to identify needs, priorities and potential improvements in public spaces. Workshops will be replicated annually and progressively extended to other districts as part of the citywide integration of Re-Gen methodologies. (Linked to SG1.1, SG1.6, SG1.7)

A1.2 - Securing and Upgrading Existing Infrastructure > Implement minor works to ensure safety and usability of sports and social areas (e.g., basketball courts, lighting, benches, accessibility routes). (Linked to SG1.3)

A1.3 - Mapping the Neighbourhood with Youth > Conduct participatory mapping activities that combine youth-led observations, spatial data collection and accessibility assessments. Starting from San Siro, the mapping will be updated annually and gradually expanded to at least two additional districts, becoming a tool for monitoring change and guiding municipal decision-making. (Linked to SG1.2, SG1.5, SG1.6)

A1.4 - Accessibility and Safety Hackathon > Host a youth-led innovation event (Hackathon) to generate ideas and prototypes for improving safety, inclusiveness, and accessibility in public spaces. (Linked to SG1.4)

A1.5 - Inclusive Sports Events and Placemaking Initiatives (e.g. Sun Siro) > Organizing open, inclusive sports and cultural events in public spaces to test co-designed improvements and foster active community participation. The initiative evolves into a scalable model ("Sun Siro - City Edition") that, from 2027 onward, can be implemented in additional neighbourhoods, a recurring urban activation tool. (Linked to SG1.3, SG1.4, SG1.7)

A1.6 - Micro-Interventions for Public Space Quality > Develop small-scale, community-led improvements (e.g. benches, signage, lighting trials, murals, turf maintenance) in San Siro and at least one additional district by 2027. These interventions respond to mapping outcomes and youth priorities, while creating visible, tangible changes in the neighbourhood. (Linked to SG1.3, SG1.7).

A2.1 - Educational and Awareness Initiatives on the Social Value of Sport > Deliver training and awareness programmes across schools, youth centres and sports associations, promoting sport as a tool for inclusion, wellbeing and civic participation. The programme will be progressively standardised and integrated into the ordinary educational activities of multiple districts by 2027. (Linked to SG2.1, SG2.5)

A2.2 - Strengthening Partnerships between Institutions, Third Sector and Sport Associations > Consolidate cooperation agreements to ensure long-term opportunities for inclusive sport, targeting girls, newcomers, NEETs and other underrepresented groups. By 2027, these partnerships will constitute a stable and cross-district network supporting community sport ecosystems. (Linked to SG2.1, SG2.5, SG2.6)

A2.3 - Mentorship and Vocational Pathways for Young People > Create structured mentorship, shadowing and vocational experiences connecting youth with athletes, coaches and sport professionals. The pathways will expand through 2026-2027, leading to a permanent network of trained educators and sport mentors. (Linked to SG2.3, SG2.4, SG2.7)

A2.4 - Support for Youth-led Sport Projects and Micro-Enterprises > Provide technical, organizational and logistical support for youth-led initiatives such as tournaments, sport-related micro-businesses, peer-education projects and neighborhood sport clubs. By 2027, the aim is to generate a sustainable youth sport ecosystem anchored in multiple districts. (Linked to SG2.3, SG2.5, SG2.7)

A2.5 - Inclusive Community Sports Events (Sun Siro & Scaling) > Deliver recurring inclusive events promoting intercultural participation and gender equality. From 2027 onward, these will be replicated in additional districts, contributing to a citywide sport participation strategy. (Linked to SG2.2, SG2.6)

A3.1 - Youth Storytelling and Digital Media Training > Organise storytelling, videomaking, podcasting and sound design labs where young people develop creative skills and narrate their neighbourhood. From 2026-2027, these activities contribute to the establishment of a Youth Creative Hub that will remain active beyond Re-Gen. (Linked to SG3.1, SG3.5)

A3.2 - Artistic and Creative Expression Initiatives > Develop workshops and cultural productions (murals, exhibitions, performances, digital arts) that express local identity and diversity. By 2027, artistic outputs will contribute to a citywide narrative campaign that challenges stigma and promotes positive imagery of San Siro. (Linked to SG3.2, SG3.6)

A3.3 - Co-creation with Artists, Filmmakers and Media Professionals > Activate partnerships with creative professionals to support co-production of cultural works with young residents. These collaborations will feed into long-term visibility tools such as exhibitions, festivals and multimedia collections. (Linked to SG3.1, SG3.2, SG3.6)

A3.4 - Temporary Cultural Activations in Public Space > Use public spaces as venues for temporary installations, screenings, performances and debates that strengthen community identity and visibility. From 2027 onward, these activations will be part of a broader citywide series linked to the Creative Hub and municipal participation policies. (Linked to SG3.2, SG3.3, SG3.6)

A3.5 - Building and Sharing New Narrative about San Siro > Collect and disseminate youth-led stories, images and digital outputs across neighborhoods and city channels to reshape perception and foster pride. A longitudinal communication campaign will measure perception change and consolidate inclusive narratives by 2027. (Linked to SG3.3, SG3.6, SG3.7)

The Work Break Down Structure

2.5 PRIORITIZATION of actions

Criteria applied

The prioritization of actions was based on a shared assessment between the **Urban Local Group (ULG)**, the **Municipality of Milan**, and the local partners involved in the Re-Gen project. The following criteria guided the selection process:

- **Feasibility** > technical and financial viability within the 2024–2025 Re-Gen timeframe.
- **Impact** > potential to generate visible and measurable improvements in the San Siro neighbourhood.
- **Inclusiveness** > capacity to engage diverse social groups, especially youth, women, and vulnerable residents.
- **Continuity** > potential to reinforce and integrate with existing municipal initiatives and programmes.
- **Alignment** > coherence with Milan's strategies for youth, sport, urban regeneration, and social inclusion.

Evaluation process and outcomes

The prioritization of actions was carried out through a collaborative process that brought together the Municipality of Milan, the ULG, and key local stakeholders.

Rather than introducing new experimental directions, the process focused on identifying those actions that could **build upon and reinforce initiatives already active in the city**, particularly in the fields of **youth engagement, access to sport, proximity-based education, and young people's participation in shaping urban development**.

This approach is aimed at ensuring that the IAP contributes directly to the consolidation and scaling-up of existing municipal processes - such as *Generazione Sport* and *Fuori Campo* - positioning Re-Gen as a complementary and enabling framework within Milan's wider strategy for inclusive and participatory regeneration.

- Priority actions are

The following actions have been identified as **priority** for implementation within the next **36 months** and as natural continuations within the city's active youth and sport policies:

- **Act 1.1 – Participatory Workshops with Young People and Residents**
→ to be replicated through *Fuori Campo* participatory formats in other districts.
- **Act 1.3 – Mapping the Neighbourhood with Young People**
→ to feed into *Generazione Sport* data and territorial mapping for accessible sport facilities.
- **Act 1.5 – Inclusive Sports Events (*San Siro*)**
→ to become a recurring local event under *Generazione Sport*.
- **Act 2.1 – Educational and Awareness Initiatives on the Social Value of Sport**
→ to be incorporated into *Fuori Campo*'s training and outreach modules.
- **Act 3.1 – Youth Storytelling and Digital Media Training**
→ to contribute to youth narrative and empowerment strategy.

These actions were selected because they demonstrate both **high social impact** and **institutional feasibility**, while already intersecting with existing municipal priorities. They can be implemented within the next **two years**, serving as pilot experiences that will inform the ongoing evolution of *Generazione Sport*, *Fuori Campo*, and other youth-centred city initiatives.

2.6 Policies Areas/Sectors involved in the realization of the Action (Sectoral integration)

PRIORITY ACTIONS	Youth	Sport	Public Spaces & Participation	Green	Mobility	Spatial Planning	Tourism / Culture
Act 1.1 - Participatory Workshops	✓		✓	✓		✓	
Act 1.3 - Mapping neighbourhood with Young People	✓		✓	✓		✓	
Act 1.5 - Inclusive Sports Events (<i>Sun Siro</i>)	✓	✓	✓				✓
Act 2.1 - Educational Initiatives on Sport Values	✓	✓					
Act 3.1 - Youth Storytelling & Digital Media Training	✓		✓				✓

2.7 Schedule

The implementation schedule for the *priority actions* of the IAP is designed to start in **January 2025**, coinciding with the **second year of the Re-Gen project**, and to conclude by **December 2026**, in alignment with the closing phase of the municipal programmes *Generazione Sport* and *Fuori Campo*.

This two-year operational plan ensures both continuity and scalability: the first year (2025) focuses on testing and implementation in San Siro, while the second year (2026) consolidates outcomes and integrates the most effective actions into the city's broader youth, sport, and participation strategies.

Overall duration – Phases description

1. Phase 1 – Launch and Consolidation

- Coordination between *Re-Gen and Other project in the neighbourhood* (2nd testing action > sport's sounds)
- Definition of a second-year shared plan for testing actions in San Siro.
- Activation of participatory workshops (Act 1.1) and territory mapping with youth (Act 1.3).
- Educational initiatives on sport values (Act 2.1) oriented to youth people and youth centres.

2. Phase 2 – Implementation and Testing

- Launch of storytelling and digital media labs for young people (Act 3.1).
- Execution of the second cycle of *Sun Siro* inclusive sports events (Act 1.5).
- Collection of baseline data for participation, inclusion, and perception change indicators.

3. Phase 3 – Expansion and Policy Integration

- Scaling of successful pilot actions into *Generazione Sport* and *Fuori Campo* frameworks.
- Organization of intercultural sport events and neighbourhood campaigns on inclusion.

- Documentation and visibility of results through joint communication platforms and city storytelling campaigns.

4. Phase 4 - Evaluation and Legacy

- Participatory evaluation with the ULG and all involved partners.
- Development of guidelines and transferable models for other districts.
- Integration of outcomes in the city's next strategic planning cycle for youth and sport.
- Closure of Re-Gen IAP activities in synergy with the completion of *Generazione Sport* and *Fuori Campo*.

Gantt diagram for priority actions

Action	Jan-Jun 2025	Jul-Dec 2025	Jan-Jun 2026	Jul-Dec 2026	Jan-Dec 2027	Continuity / Integration
Act 1.1 - Participatory Workshops						Scaled up through <i>Fuori Campo</i> community labs
Act 1.3 - Mapping territory with Young People						Data integration with <i>Generazione Sport</i> and <i>Fuori Campo</i> mapping tools
Act 1.5 - Inclusive Sports Events						Consolidated as annual <i>Fuori Campo</i> event
Act 2.1 - Educational Initiatives on Sport Values						Integrated in <i>Fuori Campo</i> 's educational pathways
Act 3.1 - Youth Storytelling & Digital Media Training						Embedded in <i>Educativa di prossimità</i> communication and outreach
Act 3.4 - Public Exhibition / Narrative Event						Integrated into citywide narrative campaigns and annual participation events
Mentorship & Vocational Pathways						Consolidated as a long-term network of trained educators and sport mentors + Gen Sport continuity (Milan municipality + CSI + CN)
Coordination, Monitoring & Evaluation						Continuously embedded in cross-departmental governance & Municipal monitoring frameworks

2.6 Necessary Resources

The implementation of the IAP priority Actions is financially and institutionally sustained through the integration of existing municipal programmes and complementary funding streams. Core resources are provided by *Generazione Sport* and *Fuori Campo*, which ensure the continuity of sport, youth participation, and educational activities initiated under Re-Gen. Additional support comes from the *QuBi Fund* for sport vouchers, guaranteeing access for low-income families, and from the increasing interest of private companies and foundations willing to invest in community-based sport and education projects in view of the Milano–Cortina 2026 Olympic Games. This combined framework of public, philanthropic, and private resources secures both the feasibility of the priority actions for 2025–2026 and their long-term sustainability within the city's broader strategies for inclusive and participatory urban regeneration.

PART 3 – Cooperation framework for implementation: Multilevel governance – Multi Actor Approach

3.1 The Role of the URBACT LOCAL GROUP in the IMPLEMENTATION PHASE

The URBACT Local Group (ULG) has represented the main framework for participation, co-design, and coordination among institutional actors, third-sector organisations, schools, and the local community throughout the Re-Gen project. During the implementation phase, its contribution focuses on supporting the delivery of the IAP actions, ensuring their coherence with the local context and their alignment with the city's broader policies on youth, sport, and social inclusion.

The ULG is composed of three core third-sector organisations – **Centro Sportivo Italiano (CSI)**, **Equa Cooperativa**, and **Comunità Nuova** – together with the **Municipality of Milan** and **Municipio (department) 7**. It also involves schools (*Galilei* and *Negri* Secondary Schools), cultural actors, and local sports associations and technical partners. This multi-actor composition allows the integration of diverse perspectives and competences across sport promotion, youth education, social inclusion, and community engagement.

Key functions of the ULG in the implementation phase include:

Operational support to specific actions:

CSI and *Comunità Nuova* → implementation of *San Siro* and inclusive sport initiatives. *Equa* → coordination of *New Narratives* activities (storytelling, cultural productions).

- Capacity building for educators, youth workers, and sport coaches in social inclusion and intercultural skills.
- Monitoring and feedback on the implementation process, contributing to adaptive management of actions.
- Community mobilisation, strengthening participation among young people, families, and residents.
- Communication and dissemination, ensuring visibility of initiatives and promoting a positive narrative about *San Siro*.

Beyond their involvement in Re-Gen, **CSI**, **Equa**, and **Comunità Nuova** are also key partners in other **ongoing and future city programmes** focused on **sport, youth participation, and proximity-based education**, such as *Generazione Sport* and *Fuori Campo*. Their continued collaboration within these complementary frameworks reinforces the connection between Re-Gen and the city's wider strategy, ensuring that the experiences developed in *San Siro* contribute to a more integrated and lasting approach to social and urban regeneration in Milan.

3.2 Cities DPT to be involved in the Implementation

The implementation of the IAP requires the direct involvement of several departments of the Municipality of Milan, to guarantee **policy alignment, technical support, and institutional sustainability**. Their participation ensures that the IAP is embedded in broader city strategies and that its actions contribute to long-term objectives beyond the URBACT project.

Departments involved:

- **Direzione Lavoro, Giovani e Sport**
 - Lead department for youth and sport initiatives.
 - Oversees inclusive sport programmes, school-community partnerships, and Olympic legacy initiatives.
- **Direzione Casa (Housing Department)**
 - Coordinates interventions in public housing areas (e.g. PINQUA).
 - Ensures alignment between housing regeneration and community-based activation of public spaces.
- **Direzione Welfare**

- Provides support for vulnerable families and young people at risk.
- Ensures that inclusion and equity remain cross-cutting priorities in implementation.
- **Direzione Rigenerazione Urbana**
 - Leads urban planning and redevelopment projects.
 - Provides technical expertise for public space interventions, accessibility, and sustainable design.
- **Direzione Decentramento, Quartieri e Partecipazione, Servizi Civici e Generali**
 - Facilitates local participatory processes and engagement of neighbourhood institutions.
 - Strengthens linkages with Municipio 7 and supports capacity-building for citizen participation.
- **Municipio 7**
 - Acts as the closest institutional reference for residents.
 - Manages local services (schools, social services, libraries, public spaces) and ensures that IAP actions respond to local needs.

By involving multiple directorates, the implementation of the IAP reinforces a **multilevel governance model**, where city policies, third-sector expertise, and community engagement converge. This integration ensures that actions are **not temporary pilot projects, but embedded within Milan's long-term strategies** for urban regeneration, youth empowerment, and inclusive sport.

ACTION (Priority)	Youth Policies and Sport	Urban Regeneration	Housing	Welfare and Social Inclusion	Participation	Municipalities
Act 1.1 – Participatory Workshops with Young People and Residents	✓	✓		✓	✓	✓
Act 1.3 – Mapping the Neighbourhood with Young People	✓	✓			✓	✓
Act 1.5 – Inclusive Sports Events	✓			✓	✓	✓
Act 2.1 – Educational and Awareness Initiatives on the Social Value of Sport	✓			✓	✓	✓
Act 3.1 – Youth Storytelling and Digital Media Training	✓				✓	✓

3.3 External Partners to be involved in the Implementation

The implementation of the IAP relies on a broad and cross-sectoral network of **external partners** that complement the institutional and community framework already established through the URBACT Local Group (ULG). These partners bring specific technical, educational, and social competences, enabling the project to consolidate the results achieved during the testing phase and to ensure continuity within the city's broader programmes on sport, youth, and proximity education.

3rd Sector and Community Organisations

- **Centro Sportivo Italiano (CSI Milano)** – Lead partner for sport and inclusion activities (*Sun Siro*), coordination of community sport events and involvement of local clubs.
- **Comunità Nuova Onlus** – Implementation partner for youth outreach and social inclusion through sport and educational mentoring.
- **Equa Cooperativa Sociale** – Coordination of *New Narratives* and cultural engagement activities; facilitation of participatory storytelling processes.
- **Fondazione Cariplo / QuBi Network** – Partner supporting the *Sport Voucher Fund* to ensure accessibility for low-income families and children.
- **Local Sport Associations and Informal Groups** – Grassroots partners supporting community participation and long-term activation of neighbourhood spaces.

Technical and Academic Partners

- **Off Campus – Politecnico di Milano (San Siro Hub)** – Research and technical partner for participatory mapping, evaluation, and knowledge transfer on urban regeneration.
- **Codici Ricerca e Intervento** – Social research partner contributing to evaluation, participatory methodologies, and narrative documentation.
- **Università Cattolica del Sacro Cuore / Università Bicocca** – Expertise in education, social innovation, and storytelling for youth-led actions.
- **Sport and Urban Design Professionals** – Experts engaged in participatory design workshops, accessibility assessments, and small-scale improvements in public spaces.

Educational and Cultural Institutions

- **Galilei and Negri Secondary Schools** – Core partners for youth engagement, integration of sport and storytelling activities within educational programmes.
- **Local Street education programmes** – Collaboration for proximity education, intergenerational activities, and mentoring of young participants.
- **Cultural and Creative Networks** – Partners for dissemination events, exhibitions, and creative co-productions linked to *Fuori Campo* and *New Narratives*.

Private Sector and Foundations

- **Corporate Partners and CSR Networks** (e.g., companies interested in sport and education legacy of Milano-Cortina 2026) – potential sponsors supporting inclusive sport infrastructure, training activities, and events.
- **Local Foundations and Philanthropic Entities** – potential co-funders of educational and community engagement initiatives.
- **Media and Communication Agencies** – support to storytelling, visibility, and dissemination of IAP results through digital and social campaigns.

Table – External Partners to Be Involved							
ACTION	CSI Milano	Comunità Nuova	Equa Cooperativa	Codici / Centri di	Local Schools (Galilei / Negri and others)	QuBi Community fund	Local Sport Associations / Cultural Actors involved in Workshop
Act 1.1 – Participatory Workshops with Young People and Residents	✓	✓	✓	✓	✓		✓
Act 1.2 – Securing and Upgrading Existing Infrastructure	✓						✓
Act 1.3 – Mapping the Neighbourhood with Young People	✓	✓	✓	✓	✓		✓
Act 1.5 – Inclusive Sports Events	✓	✓			✓	✓	✓
Act 2.1 – Educational and Awareness Initiatives on Sport Values	✓	✓		✓	✓	✓	✓
Act 3.1 – Youth Storytelling and Digital Media Training			✓	✓	✓		✓

3.4 Other stakeholders to keep informed

To ensure coherence, transparency, and long-term sustainability of the IAP implementation, a wider group of institutional and territorial stakeholders should be **kept regularly informed** and invited to follow project developments, participate in public events, and contribute to the dissemination of results. These actors are not directly responsible for implementation, but their involvement is crucial for alignment with existing strategies and for maximising policy impact and visibility across the city.

Municipal and Institutional Stakeholders

- Department of Urban Regeneration and Department of Participation – coordination with other regeneration projects and investments in San Siro and surrounding districts.
- Department of Welfare and Health – integration with policies on social inclusion and community well-being.
- Department of Schools and Education – coordination with educational policies and school networks.
- Municipality 6 and Municipality 8 and others – neighbouring local administrations to share methods and results for replication.

Territorial and Community Stakeholders

- **Local Youth oriented organizations** - to be informed and progressively engaged in activities replicable in other neighbourhoods.
- **Neighbourhood Associations and Residents' Committees** - recipients of project updates and consultation moments to maintain local ownership.
- **Libraries, community hubs, and cultural spaces** - channels for dissemination and civic engagement.
- **San Siro Civic Network and local social cooperatives** - to share progress and foster synergies with other proximity projects.

Regional, National and Thematic Networks

- **Regione Lombardia - Youth and Sport Offices** - information sharing and potential scaling of practices at regional level.
- **Italian URBACT National Point (ANCI)** - for communication and dissemination at national level.
- **Sport e Salute S.p.A.** - possible synergies with national sport inclusion programmes.
- **Grant foundations (eg. Fondazione di Comunità Milano, Cariplo, etc.)** - to maintain visibility of the IAP within philanthropic networks.

Private and Strategic Partners

- **Corporate partners and CSR networks** (linked to Milano-Cortina 2026, sport, youth, wellness) - to be updated on results and potential sponsorship opportunities.
- **Media and communication outlets** - for coverage of public events and storytelling of good practices.
- **Universities and research centres** - for dissemination of methodologies and outcomes.

3.5 Methods, tools and channels to engage and to inform stakeholders and citizens

The communication and engagement plan for the implementation phase of the IAP is based on a **simple, community-driven approach**, making use of the existing local networks and the institutional communication channels of the Municipality of Milan. The goal is to ensure that information about the initiatives on sport, youth, and proximity education circulates **easily, consistently, and from the bottom up**, through the people and organisations already active in the neighbourhood.

1. Local and Community-based Communication

- **Territorial networks as primary channels** → the ULG partners (CSI, Comunità Nuova, Equa) and the associations, schools, oratories, and sport clubs in San Siro will act as multipliers of information. Each organisation will share news, invitations, and opportunities related to Re-Gen, *Generazione Sport*, and *Fuori Campo* within its own community.
- **Word of mouth and peer networks** → young participants, educators, and families will play a direct role in spreading information through their informal networks, social groups, and events.
- **Shared communication calendar** → coordinated planning between the partners to announce activities in advance and avoid overlaps, ensuring visibility across the different local initiatives.

2. Institutional and City-level Communication

- **Municipality of Milan channels** → official communication will rely on the city's existing tools managed by the relevant departments:
 - newsletters
 - **Fuori Campo** and **Generazione Sport** social media and partner's newsletters
- **Social media updates** → short posts, photos, and videos shared on the Municipality and partner pages to highlight activities and results.

- **City newsletters and institutional press releases** → used periodically to give visibility to milestones and public events.

3. Simplified Coordination Method

- A **light coordination table** among partners and city offices will ensure coherence between local and city-level communication.
- Each partner will identify a **communication contact person** to exchange materials, images, and short texts.
- The Municipality will curate and publish selected contents on its channels, amplifying the messages produced at local level.

3.6 Governance, cooperation and management methodology

The governance of the IAP is **collaborative and flexible**. It builds on the cooperation between the **Municipality of Milan**, the 9 municipalities (Municipi), and **local organisations** active in San Siro and other Neighbourhoods. The structure connects institutional coordination with the experience of community actors working on sport, youth, and education.

Municipality of Milan ensures overall coordination and policy alignment. The Municipalities (districts) support implementation and maintains the territorial link. **3rd Sector Entities** manage field actions and community engagement.

Universities and Research Centre provide technical support, research, and evaluation.

Coordination takes place through **regular meetings** among partners. Regular meetings focus on operational planning. Semestral sessions include wider stakeholders and schools, and a **shared calendar and simple monitoring tools** keep activities aligned. Management follows an **adaptive and cooperative approach**. Decisions are shared, information is transparent, and feedback from the field guides adjustments.

The work is coordinated with urban programmes and projects linked at sport, youth and urban regeneration, ensuring consistency and long-term continuity.

This model allows for efficient collaboration, clear roles, and ongoing communication, supporting a sustainable and participatory implementation of the IAP in San Siro.

Possible Institutional Integration (starting from 2027)

- Inclusion of Re-Gen methodologies within the **Municipal Strategic Plan** and the **DUP 2027**.
- Activation of a cross-departmental coordination group (Youth, Sport, Welfare, Urban Regeneration, Participation).
- Adoption of Re-Gen actions in the ordinary activity plans of Municipi 6, 7 and 8.

Territorial Scaling

- Creation of **more territorial Re-Gen node** (not just San Siro).
- Annual participatory mapping becomes an official monitoring tool at district level.

Capacity Building

- Establishment of a **permanent network of trained educators and sport coaches** aligned with SG2.7.
- Standardisation of training modules for use in multiple districts.

Communication and Narrative Building

- A “**Youth Creative Hub**” serves as a permanent centre for cultural production, digital storytelling and youth-led communication. (possible connection with Selinunte Market future regeneration plan)
- Annual publication of *Sport urban Stories – 2027 Edition* as a synthesis of youth perspectives.

Monitoring, Evaluation and National Dissemination

- A 2027 Impact Review updates KPIs on participation, perception, safety and inclusion.
- National dissemination via ANCI and the URBACT network ensures transferability of practice.

PART 4 – Impacts, Innovation and Sustainability

4.1 Expected changes and Impacts

The implementation of the IAP will produce concrete and measurable changes in the San Siro neighbourhood. Expected impacts include:

- **Spatial impact:** improved accessibility and safety of public spaces through participatory interventions and inclusive design.
- **Social impact:** increased participation of young people, families, and local associations in sport and cultural initiatives.
- **Educational impact:** development of skills related to teamwork, inclusion, and storytelling among youth.
- **Perception change:** more positive narratives and stronger community identity for San Siro, counteracting stigma.
- **Institutional impact:** stronger cooperation between municipal departments, schools, and third-sector organisations.

These changes will strengthen social cohesion and contribute to Milan's broader urban regeneration strategies.

4.2 Policy Innovation achievement

Re-Gen represents an innovation in **policy integration** and **cooperative governance**. The project introduces new ways of connecting **urban regeneration**, **youth participation**, and **sport inclusion** within the same framework. Key innovations include:

- The use of **sport and storytelling** as policy tools for social inclusion.
- The creation of a **shared implementation model** linking municipal programmes (*Generazione Sport, Fuori Campo*) with local networks.
- The promotion of **participatory management** of public spaces as part of regeneration policies.
- The integration of **community feedback** and co-design practices into municipal planning.

This experience will serve as a transferable model for other districts and cities.

4.3 Economic Sustainability: Budget and sources of funding

The IAP relies on an integrated funding strategy combining **URBACT resources**, **municipal programmes**, **philanthropic funds**, and **private partnerships**. This approach ensures both short-term implementation and long-term financial sustainability beyond 2027.

Budget estimation

The estimated total budget for the IAP priority actions (2025–2027) is approximately **€1.2 million**, distributed as follows:

- *Generazione Sport* → €700.000
- *Fuori Campo* → €245.000
- *URBACT Re-Gen* → €20.000
- *QuBi Fund (Sport Vouchers)* → €150.000
- *Private sector / CSR contributions (estimated)* → €100.000
- *Others possible funds to find (eg. Erasmus +)*

Sources of Funding

- **Municipality of Milan** – core funding through *Generazione Sport* and *Fuori Campo*.
- **URBACT Programme** – coordination, communication, and pilot activities.
- **Community Fund QuBi** – vouchers and support for access to sport.

- **Private Companies and Foundations** – sponsorships and CSR investments related to Olympic legacy projects. This diversified financial framework guarantees continuity, scalability, and reduced dependence on a single funding source.

4.4 Social - environmental - political - administrative Sustainability

The sustainability of the IAP is ensured through social empowerment, environmental responsibility, political commitment, and administrative alignment.

- **Social sustainability:** actions are co-designed with local youth and organisations, strengthening community ownership and capacity for self-management.
- **Environmental sustainability:** small-scale interventions improve the quality of public spaces, promoting active mobility and greener lifestyles.
- **Political sustainability:** the IAP is aligned with Milan's municipal strategies on youth, sport, and regeneration, ensuring institutional support beyond the project.
- **Administrative sustainability:** the integration of Re-Gen actions within *Generazione Sport* and *Fuori Campo* allows the Municipality to maintain activities within ordinary management and annual budgeting.

4.5 Horizontal aspects integration (green, gender, digital, cultural)

Re-Gen adopts a holistic and inclusive approach, integrating cross-cutting priorities into every phase of implementation.

- **Green:** promotion of sustainable use of public spaces, active mobility, and environmental awareness through outdoor sports and community events.
- **Gender:** commitment to gender balance in all activities, ensuring safe, welcoming, and non-stereotyped participation for all.
- **Digital:** use of digital storytelling, mapping tools, and social media for engagement, visibility, and data collection.
- **Cultural:** integration of cultural and creative practices (storytelling, art, music, photography) to reinforce identity and belonging.

This cross-dimensional approach guarantees that Re-Gen contributes not only to physical regeneration but also to a **more inclusive, creative, and sustainable city model**.

PART 5 Implementation framework

Objective N.	Action	Tasks	When	Where	Who / Resp (in bold)	Participant s	Outputs	Result	Resources	Funding Scheme
N.1 – Engaging and Accessible Public Space (SO1)	Act 1.1 – Participatory Workshops with Young People and Residents	Plan and run 3 workshops to identify needs and priorities for sport in public space improvement	Jan-Jun 2025	San Siro district / Others municipalities	ULG/Cd M	Young people, residents, schools, 3rd sector realities	3 workshops and shared map of priorities	Increased youth participation and shared awareness	Human (facilitators), venues, materials	URBACT + Fuori Campo
	Act 1.3 – Mapping the Neighbourhood	Collect data on accessible and underused areas	Oct–Dic 2025	San Siro district	CdM	Youth groups, schools, technical experts, citizens	Participatory map and accessibility report	Knowledge base for future interventions	Human, technical	Municipal program aimed at regenerating the covered market in San Siro district
	Act 1.5 – Inclusive Sports Events	Organize 6 open events in public spaces combining sport and culture	Jul-Dec 2025 / May-Sep 2026	All the City	CSI+ Comunità Nuova + CdM	Local clubs, families, youth	6 public events / 1500 participants	Enhanced inclusion and visibility	Equipment, staff, logistics	Generazione Sport
N.2 – Sport and Education (SO2)	Act 2.1 – Educational and Awareness Initiatives on the Social and educational Value of Sport	Deliver educational modules in 9 municipalities; engage educators and sport coaches	Feb 2025–Jun 2026	City's municipalities	Comunità Nuova+ CSI + Farsi Prossimo	Teachers, , sport coaches, educators	5 awareness sessions, training materials	Improved understanding of sport as a pedagogic and inclusion tool	Trainers, printed/digital materials	Generazione Sport + QuBi Fund

	Mentorship / Vocational Paths	Match youth with sport mentors and training opportunities	Mar-Dec 2026	City of Milan	Comunità Nuova, Farsi Prossimo	Youth, local sport professionals	2 mentorship schemes activated	Increased employability through sport	Human resources, coordination, internship allowance	Generazione Sport
N.3 - New Urban Narratives (SO3)	Act 3.1 - Youth Storytelling & Digital Media Training	Organize 2 storytelling labs; produce digital and creative outputs	May 2025-Jun 2026	Schools / Covered Market / district	Oltremare ria / Equa	Youth, schools, artists	2 path, 1 music production 1 video/1 podcasts about district's murales	Strengthened youth voice and city narrative	Trainers, media equipment	Urbact / Fuori Campo
	Act 3.4 - Public Exhibition / Narrative Event	Curate public event showing youth productions and local stories	Oct-Dec 2026	Milan / San Siro	Equa	Youth, public, institutions	1 public exhibition / murales tour	Positive image of San Siro and visibility for project	Staff, venue, communication	Comune di Milano (street education program)
N.M - Cross-cutting (Management & Evaluation)	Coordination and Monitoring	Monthly meetings, evaluation tools, communication among partners	Ongoing 2025-2026	Municipality of Milan	Direzione Giovani e Sport	All partners	8 coordination meetings, 2 reports	Efficient management and transparency	Staff time, meeting logistics	URBACT + Municipality
RISKS			LIKELIHOOD		EFFECT		MITIGATION MEASURES			
Low participation of youth			Medium		Reduced impact		Strengthen outreach through schools, peer communication and youth spaces			
Delays in interdepartmental coordination			Medium		Slow implementation		Monthly coordination meetings and shared planning calendar			

Funding or resource delays	Low-Medium	Temporary interruption	Phased planning; overlap Generazione Sport and Fuori Campo funds
Weather or logistical issues for outdoor events	Medium	Lower attendance	Flexible scheduling; indoor alternatives
Communication gaps among partners	Medium	Confusion or overlapping actions	Clear communication points and shared plan

ANNEXES

REPORT ON TESTING ACTIONS

SUN SIRO 1



Sun Siro 1 (2024) was the **first Re-Gen testing action** in San Siro, designed to activate Piazzale Selinunte through sport and youth participation.

The event has been the outcome of a structured **pathway run with students from Galilei secondary school**, who co-designed identity and concept of the event.

The Pathways for Transversal Skills and Orientation

The young participants from the Galilei high school and Equa youth centre:

- analysed Piazzale Selinunte and its potentials;
- drafted key values and objectives for an inclusive sport event in the neighbourhood;
- **designed the brand identity of Sun Siro** (name, logo, colours, graphic language);
- contributed to defining the format of activities and the spirit of the event;
- produced communication materials used on the day of the event.

This process ensured that Sun Siro 1 was **authentically youth-driven**, with a visual and narrative identity created directly by adolescents from the neighbourhood school.

Event Activities (Day of Event)

- Multi-sport stations (football, basketball, volleyball, capoeira).
- Family-friendly games and activities coordinated by CSI and Comunità Nuova.
- Presence of educators and local associations activating the square collaboratively (Equa).

Outcomes

- High youth attendance and strong sense of ownership from Galilei students who recognised their work in the event.
- Successful first test of a youth-led activation methodology for public space.
- Establishment of **Sun Siro** as a recognisable, youth-designed format, reused in 2025 and beyond.



- Strengthened cooperation between Municipality, Galilei School, CSI, Equa, Comunità Nuova.



SUN SIRO 2

Building on the successful first edition in 2024, Sun Siro 2 (2025) represented the second testing action of Re-Gen focused on activating Piazzale Selinunte through inclusive sport, community participation and youth engagement. Unlike Sun Siro 1, Sun Siro 2 was co-organized with a youth group lead by CSI, that expanded the event format, testing scalability, broader participation.

Objectives

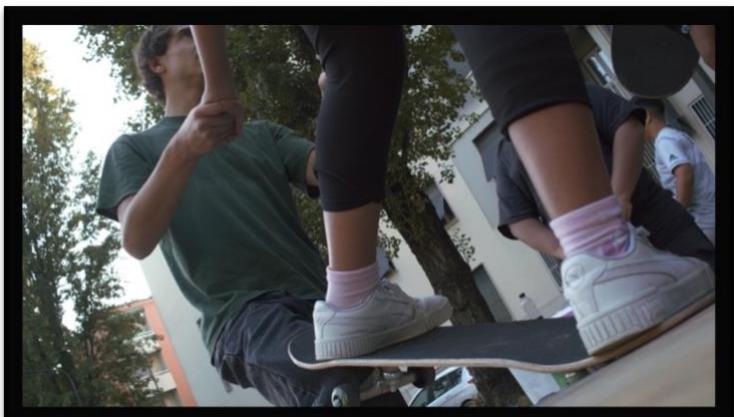
- Reinforce the youth-led format introduced in 2024.
- Test the event as a repeatable, multi-stakeholder activation model.
- Engage a broader segment of adolescents, families and local associations.
- Integrate creative, narrative, and sport-light practices in public space.
- Strengthen social cohesion and perception change in San Siro.

Event Activities

- A wider range of sport stations (football, basketball, volleyball, skate, running drills).
- Intercultural and gender-balanced sport activities.
- Creative storytelling spaces and murales walking coordinated by Equa Cooperativa.
- Temporary placemaking installations co-created with young participants.
- Community engagement facilitated by CSI, Comunità Nuova and youth workers.

Key Results

- Increased participation compared to 2024.
- Stronger engagement of local sport clubs and territorial educators.
- SUN SIRO formalised as a recognisable neighbourhood event identity.
- Demonstrated scalability potential beyond San Siro.
- Provided insights for integrating sport-based activation into long-term municipal policies.



SUONI DI SPORT

Sport's Sounds (2025) was the Re-Gen testing action focused on *new narratives*. It involved adolescents in a creative exploration of San Siro through sound, movement and storytelling. The initiative combined *field recording*, *soundwalks*, *digital editing*, and *collective narration* to reinterpret neighbourhood spaces from the perspective of youth.

Objectives

- Highlight the cultural dimension of sport beyond the physical discipline.
- Offer young people expressive tools to reinterpret their environment.
- Produce a digital sound archive representing everyday life in San Siro.
- Reframe local perceptions of Piazzale Selinunte through sound and story.
- Connect creative practice with public space activation.

Main Activities

- Soundwalks in Piazzale Selinunte, surrounding courtyards and market areas.
- Training in audio recording, mixing and sound design.
- Workshops to translate sound into narrative and visual storytelling.
- Creation of an **interactive installation** showcased at Sun Siro 2.

Key Results

- Development of creative digital skills (listening, editing, narration).
- New forms of representation of the neighbourhood, countering stigma.
- Greater youth visibility during public presentations and events.
- Direct methodological foundation for the *New Narratives* work package.



YOUTH RECOMMENDATIONS (EVIDENCE FROM THE HACKATHON, 2025)



Considering the observations, prototypes and discussions generated during the 2025 Hackathon, the following recommendations reflect what young people consider priorities for improving public spaces, sport opportunities and social life in San Siro.

A. Improving Public Space Quality

Young participants ask for:

- cleaner, better-maintained spaces;
- more colour, shade, greenery and visual identity;
- informal seating and areas to stay safely with friends;
- lighting and design elements that make spaces feel welcoming.

B. Enabling Free and Informal Sport

Students highlighted that sport should be accessible and spontaneous:

- free-use areas for movement, play, jumping, running;
- playful equipment rather than only structured sport courts;
- space for creative, hybrid and non-competitive forms of physical activity.

C. Creating Places for Socialising

Young people emphasise the need for:

- involvement in school-based and neighbourhood-based activities.

- small gathering spots, shaded corners, seating platforms;
- colourful, recognisable meeting points;
- safe spaces dedicated to adolescents in intergenerational environments.

D. Integrating Art and Identity

Their ideas frequently included artistic and symbolic elements:

- murals, colours, and youth-designed visual materials;
- playful installations that transform anonymous areas;
- creative interventions that make the neighbourhood feel “their own”.

E. Ensuring Youth Participation is Ongoing

Beyond the Hackathon, participants ask for:

- repeated opportunities to express needs and ideas;
- visible follow-up showing how their input informs decisions;

