



Sustainable Path Advancing Community Empowerment -
New European Bauhaus for Social economy and Transformative living

D.3.1. Action plan Provincia di Bergamo



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1. Summary

The Action Plan is structured around a **dual objective**:

1. **A place-based action plan**, focused on two priority sites—**Casa sulla Roccia** (together with the surrounding residential system) and **Casa Bonaldi Grassi**—as pilot spaces for testing concrete regeneration actions.
2. **A broader strategic framework at the provincial level**, aimed at defining a **replicable model of rural regeneration** grounded in social economy principles, community participation, and the reuse of existing heritage.

The selection of the two pilot sites is based on the mapping of abandoned and underutilised spaces, ongoing dialogue with local stakeholders, and co-design activities carried out during the **Social Economy Mission (November 2025)** and the **focus group of April 16, 2025** ([see the report “State of the Art and Preliminary Overview of Existing Projects” for further details](#)).

Within this approach, buildings are not seen merely as assets to be restored, but as **civic infrastructures** capable of generating services, hospitality, culture, employment, education, and new forms of community presence.

At the **local scale**, the plan defines concrete actions, scenarios, and implementation steps for the two selected sites:

- **Casa sulla Roccia** as a **cultural and narrative gateway** to the Valle di Scalve;
- **Casa Bonaldi Grassi** as a **community hub** for hospitality, experimentation, and local services.

At the **provincial scale**, the plan contributes to a wider vision aligned with **Bergamo 2030**, addressing regeneration, territorial attractiveness, welfare, housing, and community innovation. In this sense, the pilot experience becomes a **testing ground for scalable solutions**, transferable to other rural and mountain areas of the province.

The Action Plan therefore proposes a **progressive and integrated pathway**, combining local experimentation with strategic vision:

- strengthening governance,
- developing use scenarios aligned with local needs,
- activating temporary and low-threshold interventions,
- and preparing feasibility studies and funding pathways.

Alongside the two pilot sites in Valle di Scalve, the Action Plan also introduces a provincial-level enabling action: the development of a structured mapping and matchmaking platform aimed at progressively extending the identification of underused spaces and relevant stakeholders across the Province of Bergamo. The platform is conceived not only as a digital archive, but as an operational ecosystem supporting networking, visibility, partnership-building and future replication of the SPACE-NEST methodology in other rural and mountain territories.

NEB PRINCIPLES TRANSLATED INTO TERRITORIAL ACTION

Our strategy for the regeneration of Valle di Scalve

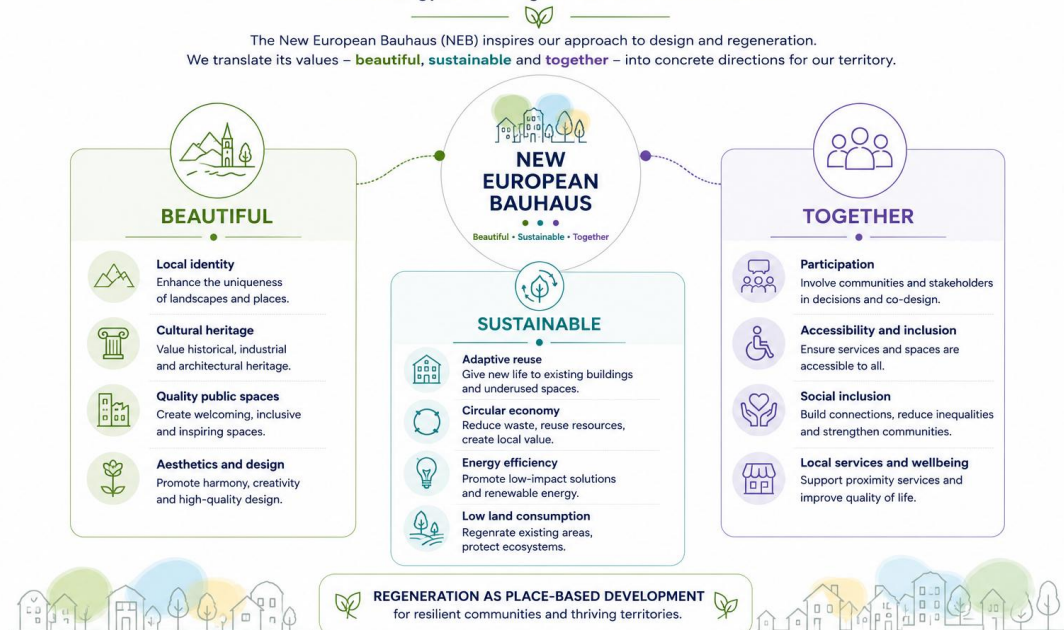


Figure 1: NEB Principles Translated into Territorial Action

2. Introduction

This Action Plan translates the SPACE-NEST process carried out in the Province of Bergamo into an **operational trajectory focused on two key sites in Valle di Scalve: Casa sulla Roccia**, together with the surrounding residential buildings, and *Casa Bonaldi Grassi*.

The decision to narrow the focus to these two assets stems from the need to move from a **broad mapping of underutilised heritage** to a **set of concrete, implementable actions**, aligned with the principles of the **New European Bauhaus (NEB)** and with the role of the **social economy as a driver of local development**.

Indeed, in the Val di Scalve area (Province of Bergamo), 30 buildings of different types and varying states of preservation were mapped. The list includes religious, educational, hospitality, industrial, and infrastructural buildings, with a wide range of vocations and potential uses. These buildings stand out for their variety of types (religious, educational, productive, hospitality), their different states of preservation, and their geographical distribution, which makes it possible to cover both central and more peripheral areas of the Val di Scalve. Some spaces, such as the Teveno Forge or Reglana, are authentic examples of industrial archaeology and local identity.

The evaluation criteria were applied locally according to the following principles:

- Social impact and contribution to the social economy
- Heritage value and tourism appeal
- Accessibility and infrastructural connectivity

- State of preservation and habitability
- Interest expressed by local stakeholders
- Feasibility, replicability, and environmental sustainability
- Absence of ongoing project planning

From the listening and participation activities, the following elements also emerged:

- Specific needs (access to services, slow mobility, dispersed hospitality)
- Desired innovative uses (coworking, artist residencies, hostels/foresterie, incubators)
- References to existing European models (Caminito del Rey, rural coliving, alpine coworking)

Based on these analyses, five buildings with high strategic potential were identified to launch pilot regeneration projects using the NEB approach. The first three were the subject of specific focus groups in the territory. After that, further consultations were held with the local community, particularly with local institutional representatives, leading to the decision to focus on two specific sites for the subsequent project phases: *Casa sulla Roccia* and *Casa Bonaldi Grassi*.

Within this framework, regeneration is not conceived as an isolated building intervention, but as a **community infrastructure strategy**.

- *Casa sulla Roccia* is interpreted as a **symbolic and narrative gateway** to Valle di Scalve, combining industrial memory, hospitality, cultural-tourism orientation, temporary workspaces, and proximity housing for workers, professionals, young people, and new residents.
- *Casa Bonaldi Grassi* is envisioned as a **hub for cultural, artisanal, and circular production**, hosting artistic residencies, upcycling labs, training activities, micro-tourism services, and exhibition/sales spaces.

Key elements of the approach:

- concentrate resources on two high-potential sites;
- establish stable local governance;
- connect local actions to the provincial scale and the [Bergamo 2030 strategy](#);
- transform ideas emerging from the Social Economy Mission into:
 - feasibility studies,
 - management agreements,
 - light prototypes,
 - funding applications.

2.1 The Social Economy in the Italian Context

The [New European Bauhaus](#) (NEB) is a European Commission initiative that translates the Green Deal into concrete improvements in daily life by aligning **sustainability**, quality of experience and **aesthetics**, and **inclusion** across the built environment and local lifestyles. It works at the neighbourhood scale and encourages open, participatory design so that residents help shape places that are healthy, affordable, and culturally rooted (European Commission, 2025).

In Italy, the New European Bauhaus has gained increasing relevance as a framework connecting **ecological transition, social inclusion, cultural heritage, and territorial regeneration**. The Italian context is particularly aligned with NEB principles due to its strong tradition of community-based development, cooperative models, and place-based cultural identity.

Nationally, the NEB has been progressively integrated into policy discussions linked to urban and rural regeneration, sustainable architecture, social innovation, and the implementation of the [National Recovery and Resilience Plan \(PNRR\)](#).

Italian regions and municipalities have increasingly adopted NEB-inspired approaches to transform abandoned or underused spaces into inclusive community hubs, cultural centres, social enterprises, and innovation ecosystems. Particular attention has been devoted to inner areas and rural territories, where demographic decline, ageing populations, and limited access to services require integrated solutions combining sustainability, beauty, accessibility, and social cohesion. In this context, the NEB strongly intersects with the [Italian National Strategy for Inner Areas \(SNAI\)](#), which promotes territorial cohesion and innovative development models for marginal and rural areas, as well as with national programmes dedicated to the regeneration of historic villages (*borghi storici*) and small municipalities. These initiatives aim to revitalise local communities through cultural heritage enhancement, adaptive reuse of spaces, sustainable tourism, and community-based entrepreneurship.

The **Italian Ministry of Culture** has further reinforced this approach through dedicated investments for the [cultural and social regeneration of small historic villages under the PNRR](#), supporting projects focused on cultural participation, social inclusion, green transition, and local economic revitalisation.

At the same time, several Italian organisations, municipalities, and grassroots initiatives have been recognised within the **New European Bauhaus Prize** framework for projects related to circular economy, participatory design, sustainable materials, and community-led regeneration.

Simultaneously, Italy represents a **leading context for the social economy**, both historically and institutionally. From a historical perspective, mutualistic forms—still central today—found fertile ground in Italy shortly after their emergence in England, with the **Rochdale cooperative (1844)** often cited as the starting point of modern cooperation. Within a decade, cooperative models spread across Italy in agriculture, consumption, labour, and credit sectors. The Bergamo area played an early role: notably, the *Cooperativa Agricola di Calvenzano*, founded in 1887 and still active today, holds registration number 1 at the Bergamo Chamber of Commerce.

This historical relevance is matched by a strong **legal framework**. Key milestones include:

- Article 45 of the Italian Constitution, recognising the social function of mutualistic cooperation;
- Law 381/1991 on social cooperatives;
- Law 266/1991 on volunteering;
- the Third Sector Code (Legislative Decree 117/2017);
- Legislative Decree 112/2017 on social enterprises (preceded by 155/2006).

These frameworks have often inspired legislation in other European countries.

While traditionally framed within the “Third Sector,” the broader concept of **Social Economy**—as recognised at EU level—includes cooperatives, mutual societies, associations, foundations, and social enterprises.

Following the **Council Recommendation of 27 November 2023**, Italy has recently developed a [National Action Plan for the Social Economy](#), currently pending formal adoption. This represents a significant step, potentially providing a stronger policy framework for initiatives such as this Action Plan.

Key figures (selected data):

- 398,612 organisations (2022), representing ~8% of the private economy;
- €110.1 billion in production value and €29.5 billion in added value;
- 1.53 million workers;
- 4.6 million volunteers (2021);
- associations represent 76.9% of entities, while cooperatives account for the majority of employment (72.4%).

2.2 NEB Principles and Regeneration of Abandoned Spaces

Within SPACE-NEST, the **New European Bauhaus** is not treated as an aesthetic reference, but as a **transformative framework**. Regeneration must produce places that are:

- **beautiful**, rooted in identity and landscape;
- **sustainable**, through reuse, energy efficiency, and reduced land consumption;
- **inclusive**, generating access, relationships, services, and opportunities.

This aligns with the **Bergamo 2030 strategy**, which identifies regeneration, housing, welfare innovation, and territorial attractiveness as key priorities. The [Welcome in Bergamo position paper](#) highlights that the era of expansion-driven development is over, and that future growth must rely on:

- the quality of existing assets,
- community cohesion,
- the ability to attract and retain people, skills, and economic activities.

In this perspective, **unused spaces are not remnants of the past but latent resources**. When connected to social economy models, they can become platforms for:

- proximity services,
- community welfare,
- diffuse hospitality,
- education and culture,
- crafts and youth entrepreneurship,
- circular economy and slow tourism.

The mapping process reinforces this approach by transforming spatial observation into a **participatory and decision-support tool**.

2.3 Overview of the Process in Valle di Scalve

The process in Valle di Scalve followed a **progressive sequence**:

1. mapping underused buildings and spaces;
2. collecting needs and expectations from local stakeholders;
3. selecting high-potential sites;
4. benchmarking rural and mountain regeneration practices;
5. conducting the Social Economy Mission (site visits, stakeholder engagement, design thinking workshops).

The mapping revealed a **diverse and widespread heritage**, including religious, educational, industrial, hospitality, infrastructural, and residential buildings.

Stakeholder engagement highlighted recurring challenges:

- depopulation,
- limited access to services,
- lack of housing for workers and professionals,
- need for community spaces,
- fragility of mountain service systems.

At the same time, significant **local assets** emerged:

- industrial activities,
- agri-food production,
- environmental heritage,
- productive memory,
- strong associative capacity.

The Social Economy Mission helped translate these insights into **more structured project hypotheses**.

2.4 Objectives of the Action Plan

This Action Plan pursues four main objectives:

1. **Provide analytical tools and interpretative frameworks** to highlight the current and potential contribution of social economy actors to sustainable development in Bergamo and Valle di Scalve;
2. **Summarise the outcomes of the Valle di Scalve process**, integrating mapping results with insights from focus groups and the Social Economy Mission;
3. **Define a local operational pathway**, focused on Casa sulla Roccia (and surrounding housing) and Casa Bonaldi Grassi, structured around governance, feasibility studies, prototypes, management agreements, and funding strategies;
4. **Develop a provincial-level strategy**, connecting local actions with Bergamo 2030 policies, European programmes, cooperative and associative networks, economic actors, and institutions active in housing, welfare, education, tourism, and regeneration, while also developing a structured platform for mapping, stakeholder engagement and matchmaking between spaces, communities and potential operators across the province.

2.5 References

For a deeper understanding of the European and methodological framework, reference is made to the [SPACE-NEST documents already produced](#), including the *Guidelines for the Mapping of Social Economy Stakeholders*, available through the project resources.

3. Regional Analysis

3.1. An Overview

While the primary focus of this Action Plan is the **Valle di Scalve**, it is essential to present the **Social Economy at the provincial level**. A plan of this nature must balance two needs:

- strengthening and activating local organisations within Valle di Scalve;
- attracting external resources, expertise, and partnerships.

To understand the scale of Social Economy in the Province of Bergamo, it is useful to distinguish between two main components:

- **the cooperative sector,**
- **the associative and Third Sector ecosystem.**

The Cooperative Sector

The cooperative system in Bergamo is well-documented through research carried out by **Confcooperative Bergamo**, in collaboration with the Chamber of Commerce, the University of Bergamo, and research centres.

Although the most comprehensive data refers to 2021, the available evidence highlights the **strong impact and diversity of the sector**.

- **Social cooperatives** play a particularly significant role: around **50% of the 280 Confcooperative members** belong to this category.
- These organisations are key providers of **social and healthcare services** and play a crucial role in **labour inclusion**. In 2024, a sample of 20 cooperatives employed over **2,000 workers**, including more than **600 individuals with certified disadvantages**.

Cooperatives are also highly relevant in **inner and mountain areas**:

- Bergamo hosts the **largest number of Community Cooperatives in Lombardy (7)**;
- agricultural and dairy cooperatives support the continuity of mountain farming;
- **cooperative banks (BCCs)** often represent the only financial institutions in peripheral municipalities;
- consumer cooperatives help maintain essential local services, including small retail outlets in remote areas.

Cultural cooperatives also contribute significantly: theatre and cultural initiatives engage thousands of young participants annually, reinforcing **social cohesion and cultural access**.

The Associative and Third Sector Ecosystem

Beyond cooperatives, the Social Economy includes a wide network of **associations, foundations, and non-profit organisations**.

Although not fully mapped in this Plan, foundations play a crucial enabling role within the Italian social economy ecosystem, particularly through place-based philanthropy and

territorial development programmes. Banking foundations (*fondazioni di origine bancaria*) and community foundations frequently support local regeneration initiatives, social innovation projects, cultural participation, welfare services, and the revitalisation of inner and rural areas. Their contribution is especially relevant in contexts where public resources alone are insufficient to activate long-term territorial transformation processes.

Their involvement will be especially important during feasibility, prototyping, scaling-up, and funding phases, helping local actors and social economy organisations to experiment with innovative models while strengthening multi-stakeholder cooperation at territorial level. In recent years, several Italian foundations have also aligned their programmes with priorities connected to sustainability, social inclusion, community welfare, and cultural regeneration, making them highly relevant actors for initiatives inspired by the New European Bauhaus approach.

In the Bergamo area, community and banking foundations such as [Fondazione della Comunità Bergamasca](#) and [Fondazione Cariplo](#) play a strategic role in supporting local welfare, social innovation, cultural regeneration, and community-based territorial development initiatives, often acting as intermediaries between public institutions, civil society organisations, and local communities.

Non-cooperative social enterprises remain limited in number locally, partly due to regulatory factors, though some relevant experiences exist.

Key Structural Challenges

A common issue across both cooperative and associative sectors is the **small average size of organisations**, which can lead to:

- fragmentation,
- limited capacity for large-scale investment,
- administrative and regulatory burdens.

However, the presence of **intermediary and representative actors** mitigates these risks:

- **Confcooperative Bergamo** plays a central role for cooperatives and social enterprises;
- the **CSV (Volunteer Service Centre)** supports the associative sector;
- large organisations such as **Caritas, ACLI, ARCI, and Diakonia** act as coordination hubs.

3.2 Valle di Scalve Perspective

Adopting the perspective of Valle di Scalve does not simply mean identifying organisations located in the area. Instead, it requires a **hybrid approach**, combining:

- local rootedness,
- openness to external actors and networks.

The starting point is the **mapping carried out within the SPACE-NEST project**, which identifies:

- local Social Economy actors across different organisational forms;
- key public institutions essential for implementation.

This is complemented by broader territorial strategies, such as the **Local Development Strategy (LDS)** of the LAG (Local Action Group) *Presolana and Bergamaschi Lakes*, which situates Valle di Scalve within a wider, interconnected mountain system.

3.2.1 Territorial Analysis: Valle di Scalve

The Valle di Scalve region presents a complex territorial landscape where structural challenges coexist with strong local assets and development potential. While the area faces demographic and service-related pressures, it also benefits from a resilient industrial base, rich natural heritage, and a strong sense of community identity that can support sustainable and inclusive territorial regeneration.

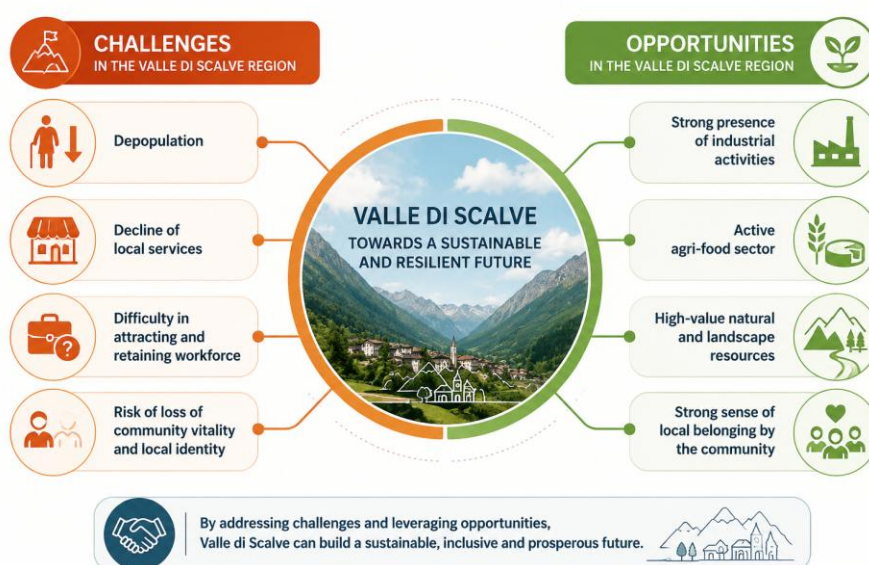


Figure 2: Challenges and opportunities

3.2.2 Key Stakeholders for Implementation

Public actors

Public actors play a strategic role in enabling the territorial transition promoted by the New European Bauhaus in the Province of Bergamo. Their contribution combines governance, territorial planning, research, welfare policies and local implementation capacities. In particular, the Province of Bergamo supports coordination and institutional alignment across the territory, while the municipalities of Valle di Scalve contribute through local implementation actions, community services and the regeneration of public and underused spaces. At the same time, the University of Bergamo strengthens the ecosystem through research, innovation, training and capacity-building activities connected to sustainability and social innovation. This

framework is further reinforced by local planning and welfare bodies, which support social inclusion, territorial cohesion and community wellbeing. Together, these actors create an enabling environment for participatory regeneration processes, fostering cooperation between institutions, citizens, social economy organisations and local stakeholders in line with the principles of sustainability, inclusiveness and beauty promoted by the New European Bauhaus.



Figure 3: Public actors

Private and third-sector actors play a crucial role in strengthening the social economy ecosystem and supporting territorial regeneration processes aligned with the principles of the New European Bauhaus. In the Bergamo area, this ecosystem is composed of a diverse network of local artisans and business consortia, social cooperatives and community-based networks such as Il Solco del Serio, local consumer cooperatives including Nona Cooperative, territorial promotion agencies such as Promoserio, cooperative banking institutions including BCC Milano, and local associations such as Scalve Mountain. Together, these actors contribute to local development through community engagement, support for social entrepreneurship, promotion of sustainable tourism and cultural heritage, access to finance, and the activation of collaborative networks capable of reconnecting abandoned or underused spaces with new social and economic functions.

Beyond the local ecosystem, the implementation of the Action Plan also benefits from the contribution of **European networks and intermediary organisations** that facilitate knowledge exchange, transnational cooperation and policy innovation. In particular, organisations such as **DIESIS Network**, **Social Economy Europe (SEE)** and **CESCOP** provide opportunities for capacity building, dissemination of good practices, access to European partnerships and project development. Their involvement strengthens the long-term sustainability of the proposed actions by connecting local initiatives with broader European social economy and New European Bauhaus ecosystems, facilitating replication, peer learning and future funding opportunities.



Figure 4: Private and third sector actors

4. Methodology

The action plan was developed through a participatory, evidence-informed process structured in four iterative phases: (1) regional mapping, (2) stakeholder consultation through a focus group, (3) collection of best practices, and (4) a Social Economy Mission (SEM) in the Bergamo region combining study visits with an international design-thinking workshop. Each phase generated inputs that were subsequently consolidated into priority actions, prototypes, and implementation pathways aligned with NEB values.

The methodology adopted is the result of a **progressive and iterative process**, combining spatial analysis, stakeholder engagement, site selection, benchmarking of regeneration practices, and co-design activities carried out during the Social Economy Mission.

The objective was not to produce a simple inventory of unused buildings, but to **identify places capable of generating social, economic, cultural, and environmental impact**, through Social Economy models.



Figure 5: Action plan development process

Phase 1: Mapping of sites and stakeholders.

The first phase focused on the **mapping of sites and relevant stakeholders**.

For physical spaces, a **standardised SPACE-NEST template** was used to collect:

- administrative and ownership data,
- physical and technical characteristics (size, condition, accessibility, constraints),

- contextual information (location, proximity to services, green areas, cultural assets, and mobility routes),
- presence of architectural barriers and infrastructure conditions.

Overall, **30 spaces** across four municipalities have been mapped in Scalve Valley.

In parallel, a stakeholder mapping activity was conducted in order to identify and engage the key actors potentially involved in the regeneration and future activation of the selected spaces. The mapping process highlighted a diverse and interconnected local ecosystem including public authorities, cooperatives and social enterprises, associations and third-sector organisations, economic actors and business networks, tourism stakeholders, universities and research centres, financial institutions, as well as potential future managers of the spaces. This process helped to better understand existing territorial dynamics, available competences, and collaboration opportunities, while also laying the groundwork for the co-creation of sustainable and community-oriented initiatives aligned with the principles of the New European Bauhaus. The mapping also contributed to identifying strategic stakeholders able to support future phases of feasibility assessment, governance, funding, communication, and long-term sustainability of the proposed actions.

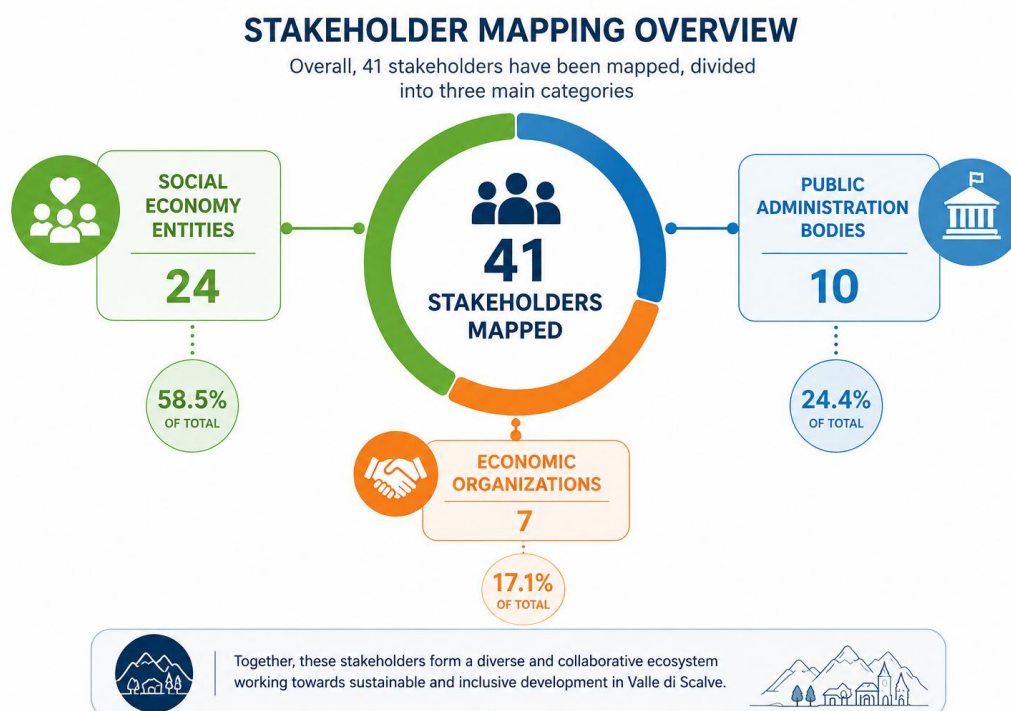


Figure 6: Stakeholder mapping overview

Phase 2: Focus group

The second phase deepened the analysis through **listening activities and focus groups**.

This stage aimed to verify:

- local needs and expectations,
- feasibility conditions,
- existing or ongoing projects,
- availability and willingness of property owners,

- potential contributions of Social Economy actors.

Recurring themes that emerged included:

- access to essential services,
- shortage of housing,
- the need to attract and retain workers and young people,
- opportunities linked to slow tourism,
- the valorisation of industrial heritage and landscape identity.

Phase 3: Collection of best practices

A specific “Call for Best Practices” was launched within the SPACE-NEST framework with the objective of identifying innovative and practical experiences capable of transforming underused spaces into community-driven, sustainable, and inclusive initiatives. The call targeted projects aligned with NEB values — Beautiful, Sustainable, and Together — as well as participatory governance and social innovation approaches. Applications were evaluated through a qualitative assessment framework based on NEB values — Beautiful, Sustainable, and Together — as well as criteria related to social impact, territorial rootedness, inclusiveness, environmental sustainability, governance capacity, stakeholder engagement, and replicability.

The call generated a particularly rich response from the Bergamo territory and surrounding mountain areas, confirming the strong local culture of cooperation, community activation, and adaptive reuse of underutilised spaces.

Several applications from the Bergamo area stood out for their strong territorial identity and innovative approaches. These included:

- *Pietra e Radici – Comunità che rigenera* (Comune di Averara), focused on community-led regeneration and local heritage enhancement;
- *Il Teatro montano del Roccolo* (Comune di Dossena), combining landscape valorisation, culture, and experiential tourism;
- *La Fucina di Tevero* (Vilminore di Scalve), centred on cultural production, craftsmanship, and community activation;
- *LABORATORIO DOSSENA*, aimed at strengthening local identity and regeneration through participatory and multifunctional uses of space;
- *Miniere di Manina* (Cooperativa Nona), linked to industrial heritage, tourism, and cooperative-led territorial development.

Phase 4: Social Economy Mission (SEM) in Bergamo region.

A Social Economy Mission was held in Bergamo in November 2025. The mission combined:

- **study visits** to regeneration projects in mountain and rural areas (including Dossena, La Bonne Semence & Contatto, and Contrada Bricconi),
- **site visits** of underused/abandoned spaces in Valle di Scalve (Azzone and Schilpario),
- a **final co-design workshop** based on a design thinking approach.

The workshop followed key steps:

- observation and empathy with the places,

- problem definition,
- idea generation,
- prototyping using visual tools,
- collective presentation and discussion of proposals.

This phase led to the **progressive selection of priority sites**.

Starting from the broader mapping, spaces were filtered using a set of criteria:

- social impact potential,
- heritage value,
- tourism attractiveness,
- accessibility,
- state of conservation,
- stakeholder interest,
- environmental sustainability,
- replicability,
- absence of already mature or ongoing projects.

For the purposes of this Action Plan, the selection is further **narrowed to two key sites**:

- **Casa sulla Roccia** (including the surrounding residential system),
- **Casa Bonaldi Grassi**.

Synthesis and validation

Findings from the mapping, focus group, and SEM were triangulated to define action lines, quick wins, and longer-term measures. Enablers, such as European and national funding streams, municipal ownership, and anchor partnerships, as well as constraints, including permitting and ownership complexity, management clarity, and financial sustainability, were translated into risk mitigation and governance proposals. The resulting action plan reflects shared local priorities, realistic implementation pathways, and a monitoring framework grounded in the stakeholder ecosystem of Bergamo. The fifth phase translated the outcomes into **operational actions**.

The ideas generated during the process were reinterpreted in implementation terms, distinguishing between **short-term, low-threshold prototypes and medium- to long-term actions** requiring a structured pathway.

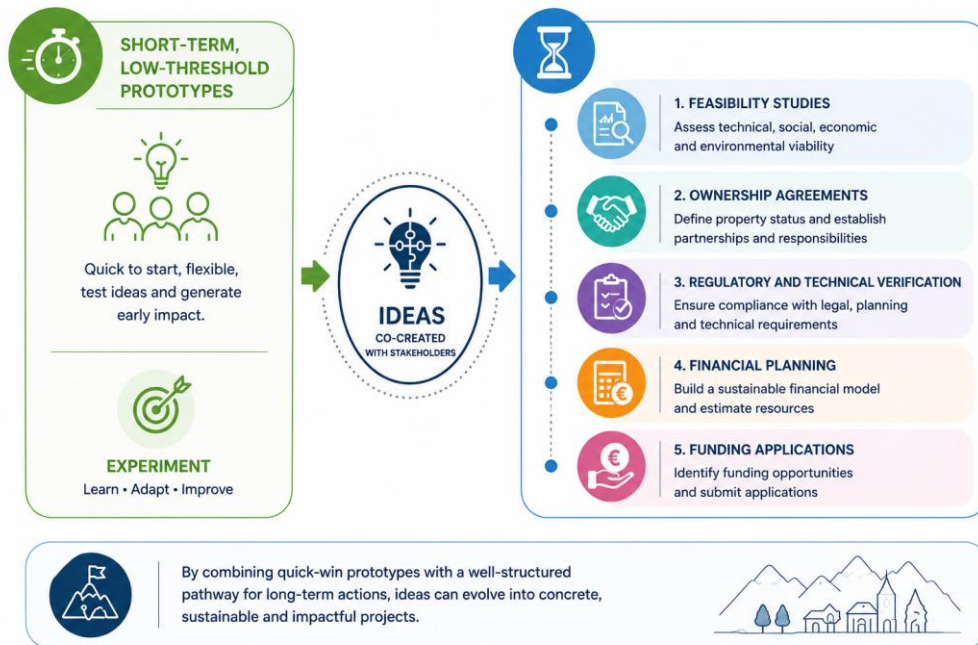
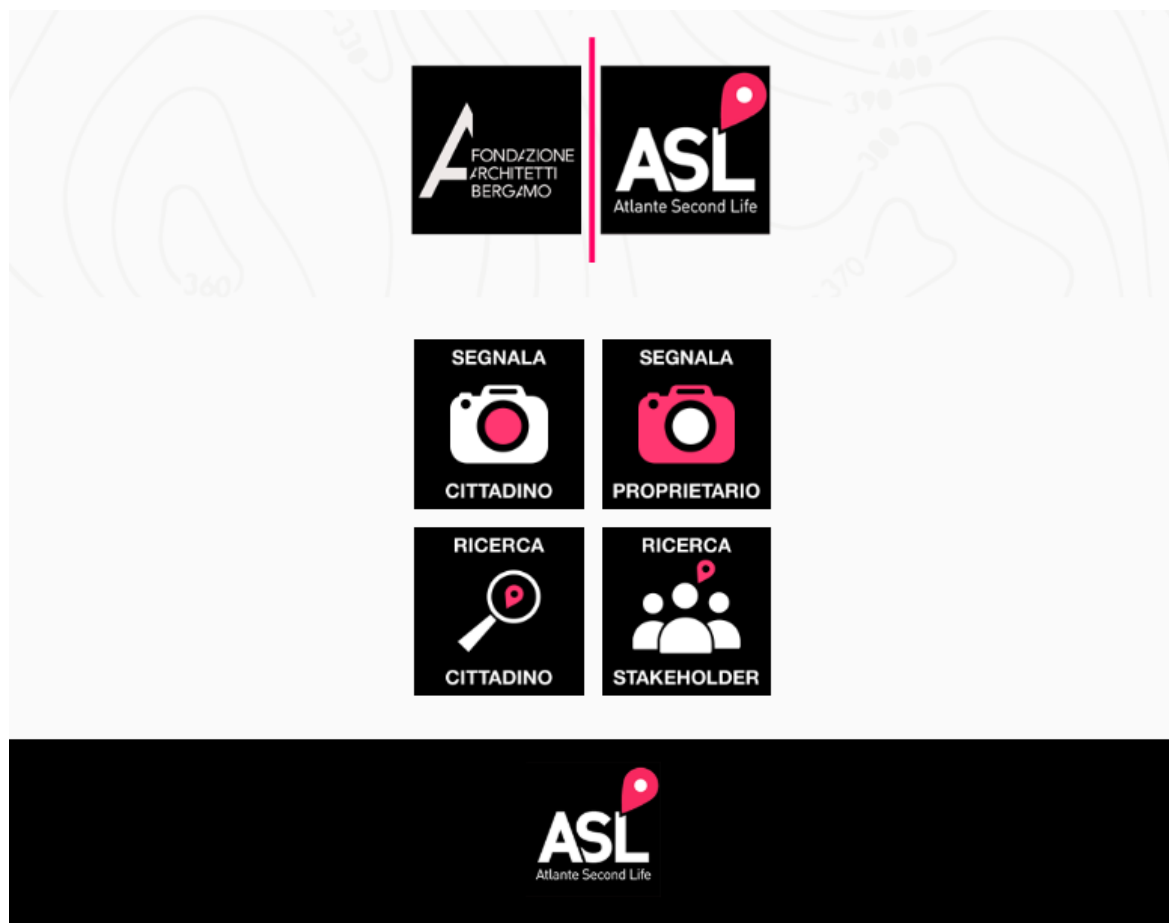


Figure 7: From ideas to implementation

In operational terms, the Action Plan also foresees the creation of a structured provincial platform aimed at progressively extending the mapping of underused spaces and social economy stakeholders beyond Valle di Scalve. The platform will support data collection, visibility of available assets, stakeholder networking and matchmaking activities between local authorities, social economy actors, investors, cultural operators and potential managers.

Beyond its technical dimension, the platform is intended as a long-term governance tool capable of supporting replication, knowledge-sharing and territorial cooperation across Bergamo's mountain and rural areas.



Con il contributo e la collaborazione di:



Provincia
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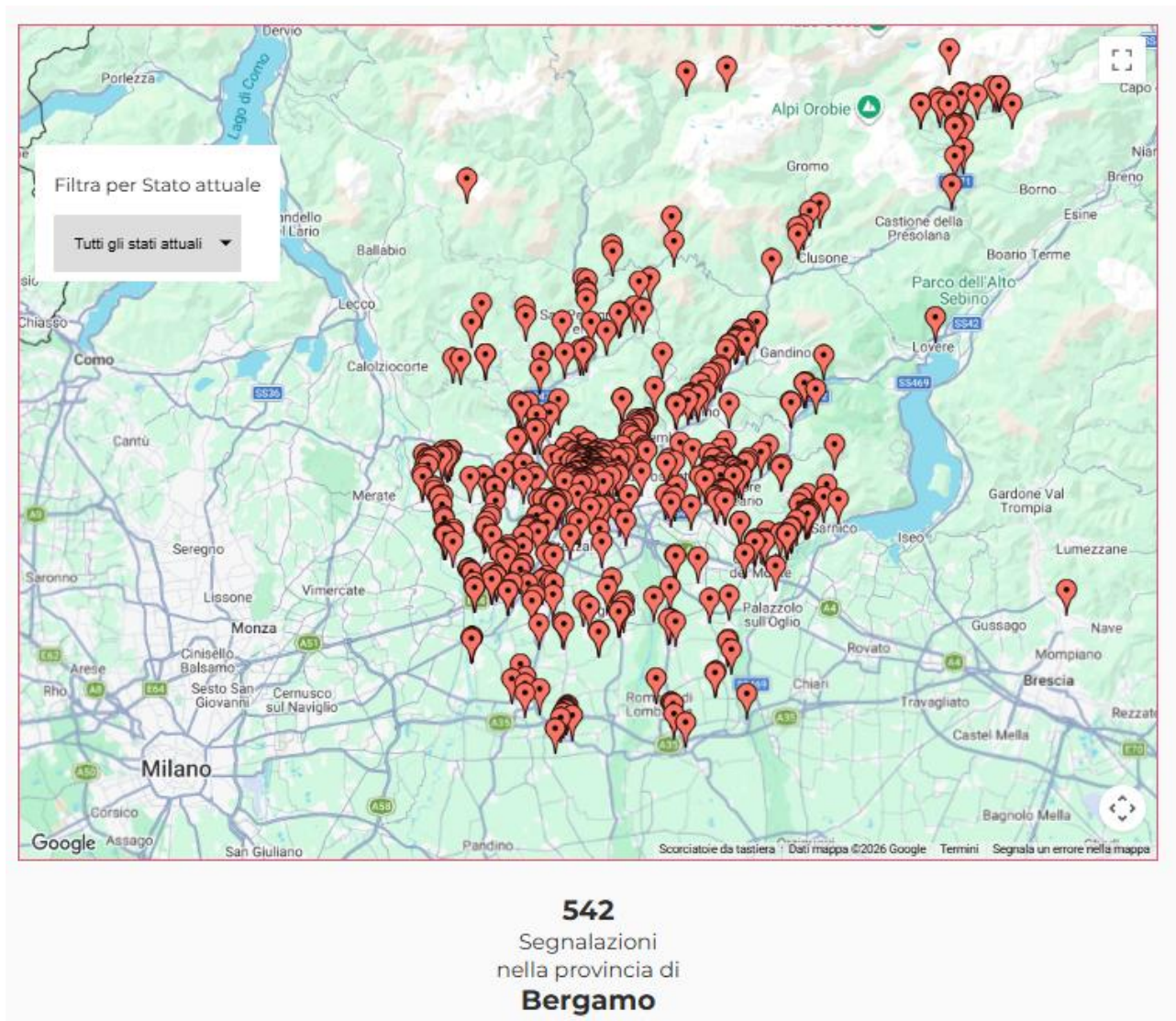


CONFCOOPERATIVE
Bergamo

Piattaforma implementata all'interno del progetto Europeo gestito dalla Provincia di Bergamo:



Screenshot of the platform



Screenshot of the platform

5. Regional Priorities

As already highlighted throughout this document, although the primary focus of the present Action Plan is the territory of Valle di Scalve, it is essential to frame the local dimension within broader territorial dynamics, particularly at the provincial scale corresponding to the European NUTS 3 classification (ITC46 – Province of Bergamo).

This broader perspective is necessary for two main reasons. On the one hand, it allows the identification of stakeholders, institutions, and networks operating beyond the valley that may contribute resources, expertise, partnerships, and investment capacity. On the other hand, it enables the actions proposed in this Plan to connect with wider provincial, regional, national, and European strategies, increasing opportunities for synergies, funding, and long-term sustainability.

For this reason, the following analysis maintains an open perspective between the local and provincial scales.

5.1. Ongoing Transformations and Critical Challenges in Valle di Scalve

Three major transformations currently affect the valley and shaping its future challenges.

Demographic Change: like many Italian and European inner areas, Valle di Scalve is experiencing a progressive process of depopulation, with residents increasingly moving towards valley floors, urban centres, or metropolitan regions.

This trend is particularly visible in Lombardy, where the economic and social attractiveness of Milan and the lowland areas exerts strong pressure on mountain territories.

Depopulation, combined with declining birth rates, ageing population trends, increasing life expectancy, is leading to a significant demographic imbalance and a gradual weakening of local community structures.

Climate change is having direct and increasingly visible impacts on mountain territories.

The consequences affect:

- agricultural and pastoral activities, increasingly exposed to water scarcity and changing seasonal cycles;
- mountain tourism models traditionally linked to winter sports and snow-related economies;
- landscape management and environmental stability.

These transformations require the valley to rethink its development trajectory through more diversified, resilient, and sustainable economic models.

Social and Cultural Change: demographic and environmental transformations are intertwined with broader social and cultural shifts. Communities are becoming more fragmented, while:

- social ties weaken,
- local identity risks becoming diluted,
- mobility patterns increasingly transform territories into temporary residential spaces rather than lived communities.

This creates a growing disconnect between people and places, reducing long-term territorial attachment and collective stewardship.

THE THREE MAIN TRANSFORMATIONS

Valle di Scalve: challenges driving the need for new development paths

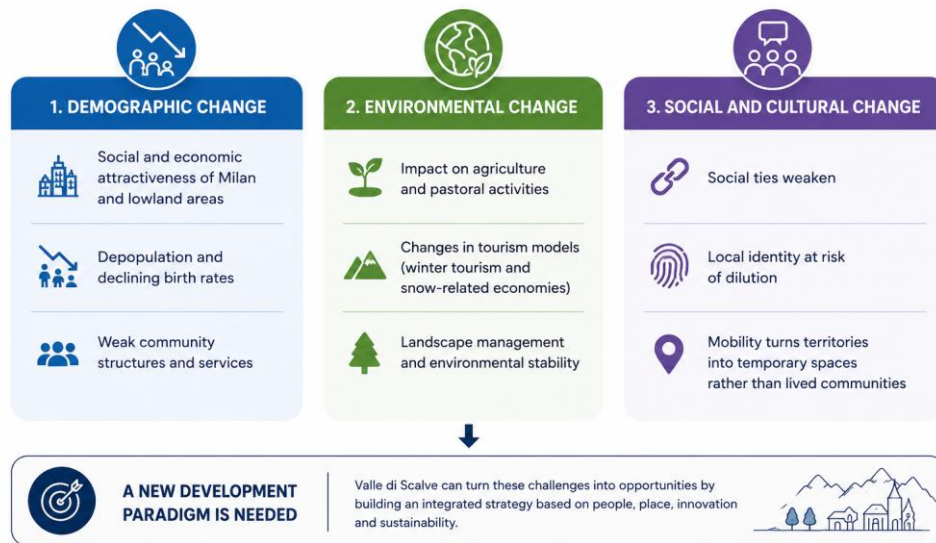


Figure 8: Major transformations in Valle di Scalve

5.2. Strategic Priorities of the Action Plan

By connecting these transformations with the principles of the New European Bauhaus (NEB)—sustainability, inclusion, and aesthetics—the Action Plan identifies two major strategic priorities.

Priority 1 – Sustainable and Year-Round Territorial Attractiveness

The first priority is to support a transition towards forms of tourism and territorial development that reduce seasonal dependency, generate diversified employment opportunities, promote environmentally sustainable models, and strengthen local economies without overexploiting natural resources.

Priority 2 – Regeneration as a Tool Against Depopulation

The second priority concerns the regeneration of buildings and spaces as instruments to counter depopulation, increase territorial attractiveness, retain younger generations, and attract new residents, workers, professionals, and social initiatives.



Figure 9: Action Plan priorities

The Role of NEB Principles

Both priorities are strongly aligned with the three pillars of the New European Bauhaus.

Sustainability

Sustainability implies:

- reuse of existing buildings and reduction of land consumption;
- energy efficiency and environmentally responsible renovation;
- support for circular economy practices;
- promotion of low-impact mobility and slow tourism;
- climate adaptation strategies suitable for mountain territories.

In Valle di Scalve, sustainability also means reinforcing territorial resilience while preserving environmental and landscape quality.

Inclusivity

Inclusivity requires regeneration processes capable of:

- strengthening social cohesion;
- improving access to services and opportunities;
- creating affordable and accessible housing solutions;
- involving local communities in decision-making processes;
- attracting new inhabitants while maintaining strong local identity.

Special attention must be given to:

- young people,
- workers and professionals,
- vulnerable groups,
- temporary residents and visitors,
- local associations and social economy actors.

Aesthetics

Within the NEB framework, aesthetics goes beyond visual quality and refers to the relationship between people, identity, landscape, and public space.

In mountain and rural areas, aesthetic quality means:

- preserving the recognisability of places;
- enhancing architectural and landscape heritage;
- ensuring high-quality public and collective spaces;
- integrating contemporary uses with local identity and memory.

Attractiveness today depends not only on services and infrastructure, but also on the cultural and emotional quality of places.

Provincial Connections and Strategic Synergies

When expanding the perspective to the provincial scale, important connections emerge with broader institutional strategies and development frameworks.

Particularly relevant are the activities promoted within the [Bergamo 2030 Platform](#), and its strategic position papers.



Figure 10: Bergamo 2030 platform and areas

These frameworks reinforce the idea that mountain territories should not be considered marginal areas, but strategic laboratories for new models of sustainable living, community resilience, and social innovation.

The present Action Plan aims to position Valle di Scalve within this broader territorial transition, connecting local experimentation with provincial, national, and European agendas.

By connecting the transformations and challenges described above with the principles of the New European Bauhaus—centred on sustainability, inclusion, and aesthetic quality—it is possible to identify two key strategic priorities for the Valle di Scalve territory.

The **first priority** is to support the evolution of tourism towards more sustainable and less seasonal models. This means encouraging forms of tourism capable of generating employment and economic opportunities throughout the year, while rigorously pursuing environmental sustainability. Slow tourism, outdoor experiences, cultural itineraries, distributed hospitality, and low-impact mobility systems represent potential directions for development capable of strengthening the local economy without compromising the environmental and landscape balance of the valley.

The **second priority** concerns the regeneration of existing buildings and infrastructures in order to counter depopulation and increase the attractiveness of the territory. Reused and revitalised spaces can become tools for retaining younger generations while also attracting new residents, professionals, social enterprises, visitors, and workers. In this perspective, regeneration is not only a physical intervention, but also a strategy for rebuilding community life, services, opportunities, and social connections.

Both priorities are closely aligned with the principles of the New European Bauhaus.

The first priority explicitly addresses the environmental sustainability dimension, promoting the reuse of existing assets, the reduction of land consumption, and more resilient local economic models.

The second priority, focused on territorial attractiveness, requires strong attention to both inclusion and aesthetic quality. New inhabitants and users bring different expectations, cultures, and lifestyles, making inclusive processes essential for ensuring social cohesion and long-term integration within the local community.

At the same time, the ability to attract and retain people increasingly depends on the overall quality of places—not only in functional terms, but also in cultural, relational, and aesthetic terms. Without attractive public spaces, quality architecture, cultural opportunities, and a recognisable territorial identity, it becomes difficult to build effective and lasting regeneration processes.

When broadening the perspective to the provincial scale, important connections emerge with policies and initiatives developed by institutional, economic, and social actors. These intersections can create significant opportunities for cooperation, synergies, and access to additional resources.

Particularly relevant in this regard is the work carried out by the **Bergamo 2030 Platform**, which has developed several strategic position papers in recent years. Among the most significant are:

- [Strategies for Territorial Attractiveness](#);
- [The Centrality of Bergamo's Mountain and Valley Systems in the Face of Global Housing Challenges](#).

These documents reinforce the idea that mountain territories should not be viewed as marginal areas, but rather as strategic laboratories for new models of sustainable living, community welfare, territorial innovation, and social economy development.

The presentation of the work carried out by the Bergamo 2030 Platform, together with the related position papers and strategic documents, can be accessed and downloaded through the following [link](#).

5.4 Funding Opportunities and Financial Instruments

The implementation of the SPACE-NEST Action Plan requires a diversified funding strategy capable of combining European, national, regional and local resources with private and community-based contributions.

Given the experimental and multi-dimensional nature of the proposed actions, the regeneration of spaces in the Valle di Scalve should not rely on a single funding source, but rather on the progressive integration of complementary instruments supporting cultural regeneration, social innovation, sustainable tourism, territorial welfare and adaptive reuse.



Figure 11: Funding strategy

Particular attention should be given to instruments coherent with the principles of the New European Bauhaus (NEB), especially those supporting sustainability, inclusion, participation, circular economy and high-quality place-based regeneration.

The New European Bauhaus represents one of the main strategic reference frameworks for the Action Plan. Although NEB is not a stand-alone structural fund, its principles are

increasingly integrated into European programmes related to territorial development, culture, social innovation, climate transition and regional cohesion.

Potentially relevant programmes include:

- Horizon Europe;
- European Urban Initiative (EUI);
- Interreg programmes;
- Creative Europe;
- Erasmus+;
- ESF+ and ERDF regional programmes;
- programmes dedicated to rural innovation, cultural heritage and sustainable tourism.



Figure 12: EU Funding opportunities in the context of Valle di Scalve

The provincial dimension of the Action Plan is particularly important in this regard, as many European programmes require partnerships, institutional capacity and multi-level governance structures that exceed the scale of single municipalities.

National and Regional Opportunities

At the Italian level, the implementation phase may benefit from:

- regional programmes supporting mountain areas and internal territories;
- regeneration and energy-efficiency incentives;
- cultural and tourism funding schemes;
- welfare and community innovation programmes;
- calls promoted by banking foundations and philanthropic actors;
- instruments connected to social economy and cooperative development.

Partnerships with the Province of Bergamo, the University of Bergamo, cooperative networks and territorial development actors may significantly strengthen the capacity to access these opportunities.

Rural Development and GAL Programmes

The Valle di Scalve already operates within a wider territorial framework linked to the [GAL Presolana e Laghi](#). Future LEADER / CLLD opportunities may support:

- community-based tourism;
- local product valorisation;
- circular economy initiatives;
- small-scale cultural infrastructure;
- social innovation in rural areas;
- local entrepreneurship and training.

These programmes are especially coherent with:

- Casa Bonaldi Grassi,
- artisan and agro-food experimentation,
- territorial storytelling,
- slow tourism initiatives.

Foundations and Philanthropic Funding

Banking foundations and philanthropic actors may play a strategic enabling role during the early phases of implementation, particularly for:

- feasibility studies;
- pilot activities;
- temporary uses;
- participatory processes;
- prototyping;
- cultural programming.

Potentially relevant actors include:

- local and regional banking foundations;
- foundations active on mountain territories;
- cultural and social innovation funds;
- private donors interested in territorial regeneration.

Corporate Social Responsibility and Local Enterprises

Given the significant industrial presence in the Valle di Scalve, local enterprises may become strategic partners not only as sponsors, but also as:

- co-investors;
- supporters of temporary housing solutions;
- contributors to cultural and educational activities;
- providers of materials, skills or services.

Possible forms of involvement include:

- CSR programmes;
- sponsorships;
- in-kind contributions;
- employee volunteering;
- support to artist residencies or educational initiatives.

This dimension is particularly important because one of the territorial challenges identified during the process concerns:

- workforce attraction,
- housing availability,
- territorial attractiveness for skilled workers.

Art Bonus and Cultural Sponsorship

Among the complementary financial tools that could be explored, particular attention should be given to the [Italian Art Bonus](#) scheme, where compatible with the ownership structure and cultural functions of the selected spaces.

The Art Bonus is a national tax incentive mechanism designed to support cultural heritage, public cultural institutions and cultural regeneration initiatives through private donations. If some of the proposed functions connected to Casa sulla Roccia or Casa Bonaldi Grassi are formally recognised as cultural or public-interest activities, the mechanism could help attract contributions from:

- local enterprises;
- banking institutions;
- philanthropic actors;
- private donors;
- companies interested in territorial social responsibility initiatives.

The Art Bonus could be especially relevant for:

- cultural programming;
- exhibitions and interpretative installations;
- restoration of spaces with heritage value;
- public cultural activities;
- temporary artistic residencies;
- communication and community engagement initiatives.

Its activation would require preliminary legal and administrative verification, particularly regarding ownership, eligible functions and management models.

Strategic Approach

Rather than pursuing large-scale investments from the beginning, the Action Plan proposes a progressive funding approach.

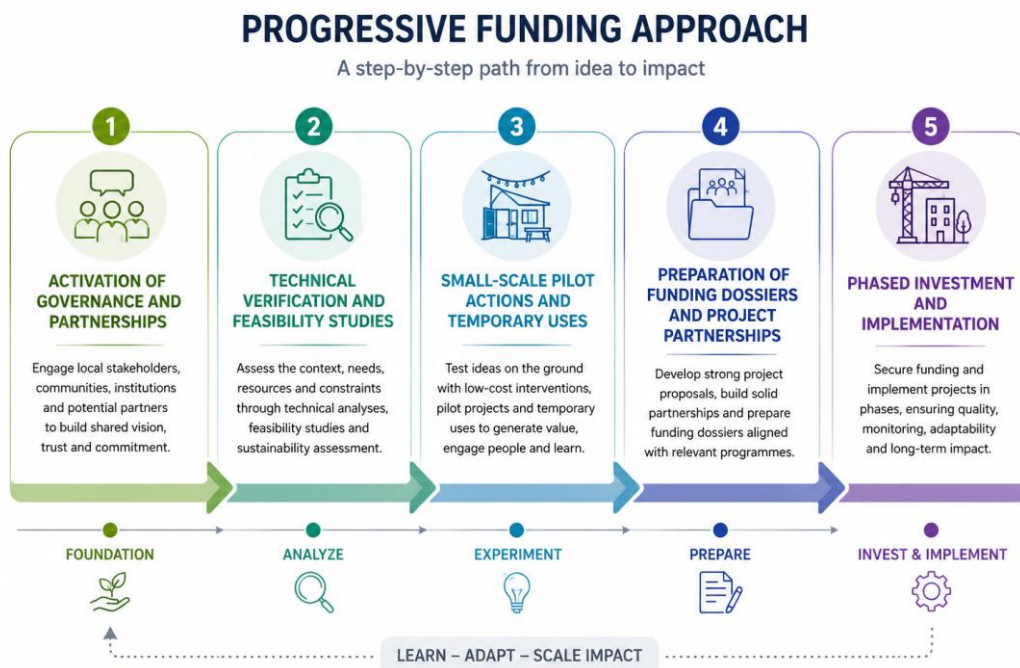


Figure 13: Progressive funding approach

This approach reduces financial risk, strengthens local ownership and allows the gradual construction of credible and financeable regeneration projects aligned with both territorial needs and European priorities.

6. Concrete Actions

The actions proposed in this Action Plan are located in the Valle di Scalve and focus on the two places identified as priorities for this phase:

- **Casa sulla Roccia**, in the municipality of Azzone, together with the surrounding residential buildings;



Photo 1: Casa sulla roccia

- **Casa Bonaldi Grassi**, in the municipality of Schilpario.



Photo 2: Casa Bonaldi Grassi

Implementation requires a multi-level governance structure involving:

- the Mountain Community of Valle di Scalve as territorial coordinating body;
- the municipalities responsible for ownership, planning and administrative matters;
- the Province of Bergamo as institutional and strategic coordination actor;
- social economy organisations and local economic actors as potential operators, partners and social co-investors.

The Valle di Scalve Action Plan translates the outcomes of the SPACE-NEST participatory process into a set of concrete and interconnected actions aimed at activating underused spaces, strengthening social economy ecosystems and improving territorial governance.

Rather than proposing isolated interventions, the Action Plan builds a progressive implementation pathway combining governance, territorial coordination, pilot experimentation, capacity-building, and site-specific regeneration actions.

The proposed **6 actions** are designed to operate at different scales — from local pilot sites to provincial governance structures — while contributing to a shared vision aligned with the principles of the New European Bauhaus: sustainability, inclusion and place-based innovation.



Figure 14: The Action Plan: from vision to action

6.1 Provincial Mapping and Matchmaking Platform

Rationale

The Valle di Scalve experience highlighted the need for a broader territorial coordination mechanism capable of connecting underused spaces, local communities, social economy actors and potential investors at provincial level. Expanding the mapping approach developed within SPACE-NEST can support more integrated and strategic regeneration processes across mountain and rural areas of the Province of Bergamo, while facilitating collaboration, visibility and access to future funding opportunities.

Implementation Measures

The action proposes the development of a provincial-level digital platform aimed at mapping underused spaces and connecting public authorities, social economy organisations, associations, professionals and potential operators.

The platform would include:

- a repository of underused and abandoned spaces;
- a stakeholder database;
- visibility tools for available spaces and ongoing initiatives;
- matchmaking and networking functions;
- support tools for partnerships and funding opportunities;
- monitoring and knowledge-sharing functions.

Implementation activities may include:

- definition of the governance structure and coordinating actors;
- design of the technical architecture and searchable datasets;
- integration of the Valle di Scalve mapping as a pilot methodology;

- progressive extension of the mapping process to other mountain and rural areas of Bergamo province;
- organisation of public workshops, networking events and territorial engagement activities;
- activation of matchmaking processes between municipalities, property owners, social economy actors, cultural organisations, investors and potential managers;
- testing of pilot collaborations connected to SPACE-NEST initiatives;
- monitoring of platform participation and generated partnerships;
- definition of long-term governance and maintenance arrangements beyond the project duration.

Key Actors

Province of Bergamo, Confcooperative Bergamo, Bergamo Architects Foundation, municipalities, universities, social economy organisations, cultural associations, local development agencies, private stakeholders and territorial networks.

Expected Results

- Development of a provincial digital mapping and matchmaking platform;
- Extension of the mapping methodology to additional rural and mountain territories;
- Increased visibility of underused spaces and regeneration opportunities;
- Strengthened collaboration among public, private and third-sector actors;
- Support for future funding applications, partnerships and territorial regeneration initiatives;
- Replication potential in other mountain and inner areas.

NEB Contribution

The action contributes to the New European Bauhaus objectives by promoting inclusive territorial governance, sustainable regeneration processes, adaptive reuse of existing spaces and stronger collaboration between communities, institutions and local ecosystems.

6.2 Governance Structure for the Valle di Scalve Action Plan

Rationale

The implementation of the Action Plan requires a stable and operational governance structure capable of transforming the outcomes of the participatory process into concrete territorial actions. Beyond consultation, the governance model should function as a coordination and decision-making mechanism supporting implementation, stakeholder alignment, project development and long-term territorial cooperation.

A structured governance approach is particularly necessary to avoid fragmentation of responsibilities, strengthen institutional continuity and facilitate the transition from conceptual proposals to operational regeneration processes.

Implementation Measures

The action proposes the establishment of a light, but permanent territorial governance structure coordinated by the Mountain Community of Valle di Scalve, with the involvement of municipalities, public institutions, social economy actors, associations, economic stakeholders and financial actors.

The governance structure would be responsible for:

- validating strategic priorities and implementation pathways;
- activating thematic project groups;
- monitoring implementation progress;
- connecting local actions with provincial and regional strategies;
- supporting fundraising and project development activities;
- facilitating cooperation among public, private and third-sector actors.

To ensure operational clarity and efficiency, a two-level governance structure is proposed:

- a restricted steering committee with coordination and decision-making functions;
- two thematic project groups dedicated respectively to Casa sulla Roccia and Casa Bonaldi Grassi.

Implementation activities may include:

- launch of a call for expressions of interest addressed to stakeholders involved in the mapping and participatory process;
- formal establishment of the steering committee and thematic working groups;
- preparation of operational project sheets for the two pilot sites, including governance models, functions, responsibilities, criticalities, preliminary costs and funding opportunities;
- activation of regular coordination meetings and monitoring mechanisms;
- development of shared digital archives and collaborative tools;
- provision of technical support related to ownership verification, regulatory constraints, accessibility assessments, cost estimation and funding opportunities;
- quarterly monitoring of implementation progress and territorial cooperation activities.

To avoid governance fragmentation, each action should identify:

- one political-administrative coordinator;
- one technical coordinator;
- one restricted operational group.

Key Actors

Mountain Community of Valle di Scalve, Province of Bergamo, municipalities, University of Bergamo, cooperative and social economy organisations, local associations, economic actors, banking institutions, technical experts and territorial stakeholders.

Expected Results

- Establishment of a permanent territorial steering structure;
- Improved coordination among local and provincial stakeholders;
- Activation of operational working groups for pilot implementation;
- Increased capacity for fundraising and project development;
- Stronger integration between territorial regeneration initiatives and multilevel governance frameworks;
- Enhanced implementation capacity for the Valle di Scalve Action Plan.

NEB Contribution

The action supports the New European Bauhaus approach by promoting inclusive governance, participatory territorial development, collaborative decision-making and integrated regeneration processes capable of combining social inclusion, sustainability and local identity enhancement.

6.3 La casa sulla roccia

Rationale

Casa sulla Roccia emerged during the participatory process as one of the most symbolic and strategic sites within the Valle di Scalve. Rather than being interpreted solely as a building to be recovered, the site was progressively reimagined as a territorial gateway capable of connecting local identity, industrial memory, tourism, hospitality and new forms of temporary living and working.

The action aims to transform Casa sulla Roccia into a recognisable territorial landmark able to strengthen local attractiveness, activate new territorial functions and support broader regeneration dynamics connected to slow tourism, cultural heritage and social innovation.

Implementation Measures

The action proposes the progressive adaptive reuse of Casa sulla Roccia and its surrounding context through a combination of cultural, tourism-related and community-oriented functions.

Potential functions may include:

- an interpretative hub dedicated to the industrial and territorial history of the valley, including the Gleno disaster and the relationship between landscape, labour, water, energy and local communities;
- a visitor welcome and orientation point;
- small educational and meeting spaces;
- temporary working stations and micro-event spaces;
- coordination functions connected to the wider territorial network.

In parallel, surrounding residential buildings — subject to ownership verification and technical assessment — could support temporary proximity housing solutions for:

- workers and professionals;
- tourism operators;
- students and trainees;
- artists and researchers;
- participants involved in temporary territorial projects and regeneration initiatives.

The implementation pathway may include:

- verification of ownership conditions, cultural constraints and structural conditions;
- assessment of potential acquisition, management or use agreements;
- mapping of surrounding residential buildings suitable for temporary activation;
- preparation of an integrated feasibility study including cultural vision, governance models, functional programme and preliminary cost framework;
- testing of temporary low-threshold pilot activities such as open days, workshops, narrative itineraries and community events;
- preparation of funding applications for detailed design and priority interventions.

The participatory process highlighted the importance of interpreting Casa sulla Roccia not as an isolated intervention, but as a territorial “beacon” capable of orienting visitors, narrating local identity and activating new relationships between spaces, communities and opportunities.

Key Actors

Municipality of Azzone, Mountain Community of Valle di Scalve, Province of Bergamo, private owners, heritage authorities, University of Bergamo, Promoserio, cultural and

environmental associations, local industries, tourism stakeholders, social cooperatives, banking institutions, foundations and potential funding bodies.

Expected Results

- Updated technical and ownership assessment of the site;
- Preliminary governance, management or use agreements;
- Development of a shared cultural and functional vision;
- Mapping of potential proximity housing opportunities;
- Preparation of a feasibility study and implementation roadmap;
- Activation of pilot events and temporary uses;
- Preparation of funding applications and partnership structures for future investments.

NEB Contribution

The action contributes to the New European Bauhaus by promoting the adaptive reuse of existing heritage, strengthening territorial identity, supporting sustainable tourism models and creating inclusive spaces capable of combining culture, community life, hospitality and environmental sustainability.

6.4 Casa Bonaldi Grassi

Rationale

Casa Bonaldi Grassi emerged during the participatory process as a potential space for experimentation capable of connecting creativity, craftsmanship, tourism, social economy and local culture. The site was interpreted not only as a building to be regenerated, but as a multifunctional community infrastructure able to support cultural production, local entrepreneurship, intergenerational exchange and new forms of territorial activation.

The action aims to transform Casa Bonaldi Grassi into a flexible and community-oriented hub combining circular economy practices, artisanal knowledge, temporary residencies and cultural activities while strengthening local identity and social cohesion.

Implementation Measures

The action proposes the progressive activation of Casa Bonaldi Grassi through modular and adaptable uses capable of evolving over time according to available resources, partnerships and territorial needs.

Potential ground floor functions may include:

- open workshops and makerspaces;
- reuse and transformation activities connected to circular economy practices;
- laboratories linked to local products, herbs, natural materials and mountain culture;
- exhibition and sales spaces for local production;
- tasting areas and small hospitality functions connected to local food systems.

Upper floors could potentially host temporary residency programmes for:

- artists and designers;
- students and researchers;
- trainers and volunteers;
- participants in cultural, educational and territorial innovation programmes.

The participatory process identified four main operational pillars:

- upcycling and design laboratories;

- services connected to mountain sports and outdoor activities;
- alpine coworking and temporary working spaces;
- artistic and cultural residencies.

An additional strategic dimension also emerged: the possibility of transforming Casa Bonaldi Grassi into a “house of data” capable of supporting territorial observation and monitoring activities related to:

- participation and community engagement;
- visitor flows and tourism dynamics;
- mobility patterns;
- use of spaces and services;
- emerging territorial needs and opportunities.

This component could strengthen the connection between place management, territorial governance and policy evaluation processes.

Implementation activities may include:

- development of updated technical assessments;
- preparation of a modular functional programme distinguishing short-, medium- and long-term uses;
- identification of a governance partnership involving cooperatives, associations, artisans and public actors;
- activation of temporary and low-threshold pilot initiatives such as reuse workshops, artistic residencies, exhibitions and intergenerational activities;
- preparation of economic frameworks, partnership structures and funding applications.

Key Actors

Municipality of Schilpario, Mountain Community of Valle di Scalve, Province of Bergamo, social cooperatives, artisans, tourism stakeholders, Scalve Mountain, sports and environmental associations, agro-food producers, schools, University of Bergamo, artists, designers, private companies, foundations and financial actors.

Expected Results

- Development of a modular functional and governance model;
- Activation of pilot workshops, residencies and community activities;
- Strengthened collaboration between cultural, artisanal and social economy actors;
- Creation of agreements with local producers, tourism operators and associations;
- Development of a territorial monitoring and data collection framework;
- Preparation of funding applications and investment roadmaps for future implementation phases.
- NEB Contribution

The action contributes to the New European Bauhaus objectives by promoting adaptive reuse, circular economy practices, cultural regeneration, community participation and place-based creativity while reinforcing the relationship between local identity, sustainability and social inclusion.

6.5 Social Economy within Provincial Governance Structures

Rationale

To ensure long-term sustainability and implementation capacity, the Valle di Scalve initiatives should not remain isolated within a limited local dimension, but progressively connect with broader provincial, regional, national and European governance frameworks.

Strengthening multilevel governance and institutional alignment is essential to improve access to technical support, partnerships, funding opportunities and policy integration processes. In this perspective, the work developed within the Bergamo 2030 Platform represents a strategic reference framework, particularly regarding territorial attractiveness, housing, welfare innovation, education, territorial regeneration and European cooperation.

Implementation Measures

The action proposes the progressive integration of the Valle di Scalve Action Plan into wider territorial governance and development ecosystems operating at provincial and supra-local level.

The provincial dimension is expected to support three complementary functions:

- institutional connection between local authorities and wider territorial networks;
- technical support for project development and fundraising activities;
- strategic amplification of Valle di Scalve as a pilot and replicable case for other mountain territories.

Implementation activities may include:

- extension of the spaces mapping methodology to the wider provincial territory;
- mapping of relevant provincial governance platforms, networks and development initiatives;
- formal presentation of the Action Plan to institutional and territorial stakeholders;
- activation of a technical working group dedicated to fundraising and European project development;
- alignment of the pilot initiatives with Bergamo 2030 strategic priorities;
- preparation of periodic monitoring and opportunity reports related to funding programmes, partnerships and territorial development processes;
- activation of regular coordination meetings among local and provincial actors.

The action also foresees the involvement of institutional, cooperative, academic and financial actors capable of supporting long-term governance, policy integration and project scalability.

Key Actors

Mountain Community of Valle di Scalve, Province of Bergamo, Bergamo 2030 Platform, municipalities, Chamber of Commerce, University of Bergamo, Europe Office, cooperative networks, CSV Bergamo, Local Action Groups (GAL), foundations, banking institutions, OrobieLab and territorial development actors.

Expected Results

- Stronger integration between local initiatives and provincial governance frameworks;
- Increased institutional visibility and territorial positioning of Valle di Scalve;
- Improved access to technical support, partnerships and funding opportunities;
- Activation of multilevel governance and fundraising mechanisms;
- Replication potential for other mountain and inner areas within Bergamo province;

- Strengthened alignment between local regeneration initiatives and broader territorial development strategies.

NEB Contribution

The action contributes to the New European Bauhaus objectives by promoting integrated territorial governance, collaborative development models and strategic coordination between local communities and institutional ecosystems, while reinforcing sustainable, inclusive and place-based regeneration processes.

Complementarity with ALTE Project

The SPACE-NEST Action Plan is strongly complementary to the [Alpine Leisure Transformation – ALTe project](#), funded by Fondazione Cariplo under the "Montagne in Transizione" programme and coordinated by the University of Bergamo in partnership with the Province of Bergamo and the Municipality of Gandino.

While SPACE-NEST focuses on the regeneration of underused spaces through social economy approaches and New European Bauhaus principles, ALTe addresses the broader challenge of socio-economic transition in mountain territories affected by the crisis of winter tourism and the progressive decline of traditional ski-based development models.

The two initiatives share several common objectives:

- strengthening the resilience of mountain communities;
- promoting sustainable and year-round territorial development;
- enhancing local participation in transformation processes;
- supporting innovative forms of tourism and place-based economies;
- fostering new relationships between cultural heritage, landscape and local development.

A particularly significant area of convergence concerns the future of mountain territories facing demographic decline, service reduction and changing tourism patterns. Both projects recognise the need to move beyond sector-specific interventions and instead develop integrated territorial strategies capable of combining social innovation, economic diversification, environmental sustainability and community engagement.

From a methodological perspective, both projects rely on participatory approaches, stakeholder involvement and co-design processes. The Bergamo Social Economy Mission implemented within SPACE-NEST and the community-based workshops developed through ALTe represent complementary experiences that can mutually reinforce future territorial planning activities.

The proposed provincial mapping platform and matchmaking activities developed within SPACE-NEST may also benefit from the knowledge generated by ALTe, particularly regarding the identification of underused infrastructures, territorial assets and emerging opportunities linked to the transformation of mountain tourism.

At the operational level, the pilot actions proposed for Casa sulla Roccia and Casa Bonaldi Grassi may contribute to some of the broader objectives explored by ALTe. In particular, they offer concrete examples of how existing buildings and local heritage can be repurposed to support new forms of cultural production, community services, temporary housing, creative entrepreneurship and sustainable tourism.

For these reasons, the Action Plan recommends maintaining a structured dialogue between the SPACE-NEST and ALTe partnerships during the 2026–2027 implementation phase. Such cooperation could support knowledge exchange, joint dissemination activities, shared stakeholder engagement processes and the identification of future funding opportunities at provincial, regional and European level.

Together, SPACE-NEST and ALTe contribute to the development of a broader vision for the Bergamo mountain territories: a vision in which regeneration, social economy, sustainable tourism and community-led innovation become interconnected drivers of long-term territorial transition.

6.6 Training and Capacity-Building Actions for Public Administration and Social Economy Actors

Rationale

The implementation of the Valle di Scalve Action Plan requires not only financial and technical resources, but also adequate administrative, governance and partnership-building competences among public institutions and social economy actors.

In many mountain and inner areas, local administrations and community organisations face structural limitations related to technical capacity, regulatory complexity and access to funding opportunities. Strengthening these competences is therefore essential to support the long-term sustainability of regeneration processes and to facilitate the development of collaborative governance models aligned with the principles of the New European Bauhaus.

Particular attention should be dedicated to tools and mechanisms capable of supporting public-social cooperation, adaptive reuse of spaces, community-oriented services and impact-driven territorial development.

Implementation Measures

The action proposes the development of training and capacity-building activities addressed to public administrations, social economy organisations and local stakeholders involved in the implementation of the Action Plan.

The training pathway should combine theoretical sessions, practical workshops and action-research activities using Casa sulla Roccia and Casa Bonaldi Grassi as applied territorial case studies.

Main training topics may include:

- public procurement frameworks and social clauses;
- tools provided by the Third Sector Code, particularly co-programming and co-design mechanisms;
- governance and management models for public-interest and community assets;
- economic planning and sustainability for low-margin but high-impact services;
- impact monitoring and evaluation tools;
- partnership-building and fundraising strategies;
- participatory governance and stakeholder engagement methodologies.

Implementation activities may include:

- extension of stakeholder mapping activities to the provincial level;
- assessment of training needs through interviews and consultations with municipalities and local actors;

- organisation of introductory seminars and awareness-raising events;
- workshop-based training sessions connected to the pilot sites;
- activation of action-research activities aimed at producing practical governance and management tools;
- preparation of operational templates and administrative support materials replicable in other mountain territories.

Expected outputs of the action-research process may include:

- a draft governance agreement;
- a preliminary management model;
- a replicable administrative and procedural checklist;
- guidelines for public-social collaboration in territorial regeneration projects.

Key Actors

Province of Bergamo, Mountain Community of Valle di Scalve, municipalities, Confcooperative Bergamo, University of Bergamo, CSV Bergamo, cooperatives, associations, foundations, tourism and cultural operators, legal and administrative experts, and organisations experienced in the regeneration of mountain territories and community assets.

Expected Results

- Strengthened administrative and governance capacities among local actors;
- Improved understanding of public-social partnership mechanisms;
- Increased ability to access funding opportunities and develop collaborative projects;
- Activation of shared governance and co-design practices;
- Development of practical tools supporting territorial regeneration processes;
- Replication potential for other rural and mountain territories.

NEB Contribution

The action contributes to the New European Bauhaus objectives by strengthening participatory governance, social inclusion and collaborative territorial regeneration capacities, while supporting sustainable and community-oriented approaches to the adaptive reuse of spaces and public-interest assets.

Leveraging Existing Provincial Initiatives

The implementation of this action can build upon initiatives that the Province of Bergamo is already developing to strengthen the capacity of local authorities in accessing external funding and European opportunities.

In particular, the Province has recently launched an experimental technical assistance service aimed at supporting municipalities in identifying funding opportunities and preparing project proposals through specialised advisory services. This initiative represents a concrete example of how institutional capacity-building can be embedded within ordinary territorial governance and may provide an operational framework for supporting the implementation of the SPACE-NEST Action Plan. In parallel, the **Europe Direct Bergamo** centre plays an important role in promoting European citizenship, disseminating information on EU policies and programmes, organising awareness-raising events, and supporting local stakeholders in understanding and accessing European initiatives. The experience developed through Europe Direct can contribute to increasing the knowledge of New European Bauhaus principles, European funding programmes and collaborative governance models among municipalities, social economy organisations and citizens.

These existing provincial initiatives provide a valuable foundation for ensuring the long-term sustainability and scalability of the capacity-building actions proposed by the Action Plan, extending their benefits beyond the Valle di Scalve pilot area to the wider Bergamo territory.

7. Milestones and Timeline

The implementation timeline is structured in progressive months starting from the formal establishment of the territorial steering committee, ensuring flexibility regardless of the actual project launch date.

The sequence follows a cautious and incremental logic: first governance activation, technical and ownership verification, and stakeholder follow-up; then feasibility studies and pilot prototypes; finally, funding applications, governance agreements and detailed design phases.

Milestone	Main Responsible Actors	Timeline
M1 – Development of a structured platform to extend the mapping of spaces and stakeholders to the whole province	Provincia di bergamo, Concooperative, Bergamo Architechts Foundation	M1
M2 – Promotion of the platform and mapping extension through events and other public engagement activities	Provincia di bergamo, Concooperative, Bergamo Architechts Foundation	M1 – M9 onward
M3 – Establishment of the territorial steering committee and appointment of technical coordinators	Mountain Community of Valle di Scalve, Municipalities, Province of Bergamo	M1–M2
M4 – Activation of the two thematic Project Groups: Casa sulla Roccia and Casa Bonaldi Grassi	Territorial Steering Committee	M2
M5 – Follow-up activities with Social Economy Mission participants and local stakeholders	Province of Bergamo, LE2C, Mountain Community, Municipalities	M2–M4
M6 – Verification of ownership, heritage constraints, accessibility and technical conditions	Municipalities with technical support partners	M2–M5
M7 – Preparation of feasibility studies and governance models	Project Groups, University of Bergamo, social economy actors	M4–M8
M8 – Activation of two light pilot prototypes in the selected sites	Municipalities, cooperatives/associations, local operators	M6–M9
M9 – Preparation of funding dossiers and applications	Province of Bergamo, Mountain Community, Europe Office and technical partners	M8–M9
M10 – Follow-up assessment and validation of the Action Plan	SPACE-NEST regional tandem and Territorial Steering Committee	M9 onward
M11 – Capacity building and information activities	Municipalities, Mountain Community, selected managing entities, social economy stakeholders	M9 onward
M12 – Matchmaking activity (spaces-stakeholders) though platform implementation	Provincia di bergamo, Concooperative, Bergamo Architechts Foundation	M9 onward

8. Monitoring and evaluation

The monitoring and evaluation system of the SPACE-NEST Action Plan is designed to support both implementation and decision-making. Its primary purpose is not only to verify whether activities are progressing according to the planned timeline, but also to generate evidence useful for understanding whether the proposed actions can realistically evolve from preliminary concepts into structured projects capable of attracting investment, partnerships and long-term management capacities.

Given the limited technical and administrative resources typically available in mountain and inner areas, the monitoring framework should remain operationally simple, proportionate and replicable. For this reason, the proposed system combines qualitative and quantitative tools, including:

- short meeting reports and decision logs;
- quarterly dashboard updates;
- attendance registers;
- operational progress sheets;
- stakeholder feedback questionnaires;
- documentation of pilot activities;
- and structured data collection related to participation, use of spaces and partnership development.

Monitoring activities should accompany the entire implementation process from the establishment of the governance structure onward.

Particular attention should be dedicated to the follow-up phase involving stakeholders who participated in the Social Economy Missions (SEMs), focus groups and co-design activities. These follow-up meetings represent a crucial validation mechanism for the Action Plan and will provide evidence for the final SPACE-NEST reporting process. They also serve to maintain stakeholder engagement over time and to verify whether the proposed actions continue to correspond to local needs and expectations.

The monitoring framework is organised around five operational dimensions:

Monitoring Area	Method and Timing	Main Responsible Actor
Governance and participation	Meeting reports, attendance lists, decision tracking; monthly during the first 6 months, then quarterly	Mountain Community and technical secretariat
Casa sulla Roccia and proximity housing	Technical sheets, ownership and constraint verification, feasibility progress updates; M2–M9	Municipality of Azzone and Project Group
Casa Bonaldi Grassi	Technical assessments, functional programme updates, prototype calendar and agreements; M2–M9	Municipality of Schilpario and Project Group
Provincial coordination and fundraising	Tracking of funding calls, meetings with provincial actors and partnerships; quarterly	Province of Bergamo and fundraising coordinator
SEM follow-up and Action Plan validation	Online and in-person meetings, participant registry, synthesis reports and integration notes	SPACE-NEST regional tandem

The monitoring system also includes a set of key indicators intended to measure implementation capacity, partnership activation and project maturation.



Figure 15: Key indicator for the 2026–2027 implementation phase

Evaluation should not focus exclusively on physical regeneration outputs. Equal importance should be attributed to:

- the quality of territorial cooperation;
- the activation of new networks;
- institutional learning processes;
- community engagement;
- and the capacity to position the Valle di Scalve within wider provincial and European development dynamics.

The proposed monitoring framework is therefore intended not only as a control mechanism, but also as a learning and governance tool capable of supporting adaptive implementation over time.

9. Conclusions and Next Steps

The value of the **Bergamo Action Plan** lies in the decision to concentrate implementation efforts on a limited number of strategic places, avoiding the fragmentation that often characterises excessively broad mapping exercises.

Within this framework, **Casa sulla Roccia** and **Casa Bonaldi Grassi** are not intended as isolated building recovery projects, but as territorial activation devices capable of generating broader social, cultural and economic effects for the Valle di Scalve and, potentially, for other mountain areas in the Bergamo province.

The two pilot sites express complementary functions and trajectories:

- **Casa sulla Roccia** can evolve into a symbolic and functional gateway to the valley, combining territorial storytelling, industrial and environmental memory, hospitality, temporary housing and soft services for visitors, workers and new inhabitants.
- **Casa Bonaldi Grassi**, on the other hand, can become a space for experimentation linking culture, craftsmanship, circular economy, creative production, training activities and community-based initiatives.

At the same time, the Action Plan clearly highlights that the transition from vision to implementation now requires a more operational phase focused on feasibility, governance and partnerships.

The next steps should therefore not consist of additional descriptive exercises, but of concrete and verifiable actions, including:

- formal establishment of the Territorial Steering Committee;
- activation of the two thematic Project Groups;
- technical and ownership verification of the selected sites;
- follow-up meetings with Social Economy Mission participants and local stakeholders;
- preparation of feasibility studies and governance models;
- testing of light pilot prototypes and temporary uses;
- development of funding applications and partnership agreements;
- activation of the provincial platform for mapping, matchmaking and stakeholder engagement.

Particular importance should be attributed to the creation of a structured provincial ecosystem capable of connecting underused spaces, social economy actors, institutions, designers, local enterprises and potential investors.

In this perspective, the mapping platform proposed within the Action Plan should not function merely as a static database, but as an evolving territorial infrastructure supporting:

- matchmaking activities between spaces and stakeholders;
- visibility for regeneration opportunities;
- exchange of practices and competences;
- dissemination of funding opportunities;
- and long-term cooperation across the Bergamo territory.

The main enabling condition for success remains the connection between local and provincial scale.

The Valle di Scalve possesses strong territorial identity, social capital, environmental quality and significant cultural potential, but it also faces structural limitations related to demographic decline, technical capacity and access to resources.

For this reason, the Action Plan should be integrated with wider provincial and regional dynamics, particularly through:

- the Bergamo 2030 framework;
- the Province of Bergamo;
- the University of Bergamo;
- cooperative and social economy networks;
- mountain development strategies;
- and European initiatives linked to the New European Bauhaus and territorial innovation.

The 2026–2027 phase should therefore be considered as a transition from experimentation to operational consolidation.

The objective is not only the regeneration of two buildings, but the construction of a replicable governance and development model for mountain territories, where social economy, culture, community participation and spatial regeneration become interconnected drivers of long-term territorial resilience.

If successfully implemented, the SPACE-NEST experience in the Valle di Scalve may become:

- a pilot model for other Bergamo Mountain areas;
- a laboratory for social and territorial innovation;
- and a concrete example of how abandoned or underused spaces can be transformed into infrastructures for inclusion, attractiveness and sustainable local development.

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11. Appendice

Abbreviations in alphabetical order:

NEB: New European Bauhaus

SEM: Social economy mission