

S4T STATION FOR TRANSFORMATION ID CARD

EUROPEAN
U R B A N
INITIATIVE

Rovereto
Italy



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Station

for

transformation



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1 THE INNOVATIVE SOLUTION IN A NUTSHELL

S4T – Station for Transformation is an EUI Innovative Actions project led by the Municipality of Rovereto, that aims to repurpose the train station and surrounding area into a vibrant public-civic hub focused on climate action, biodiversity, and heritage regeneration. Already a key mobility hub for over 135,000 residents, the station will be transformed into a territorial 'think and action' tank and a cross-border cohesion hub designed to help the local community tackle today's environmental and social challenges.

S4T will pilot several new features, including: a Biodiversity Kiosk, a Co-creation space, a Climate Canteen, La Foresta Community Space and an outreach device S4T on Wheels. These spaces will serve as interactive venues for training, co-design, co-production and knowledge transfer around civic and economic initiatives linked to climate change and biodiversity.

In accordance with the New European Bauhaus principles, S4T addresses different levels of innovation through the implementation of three innovative blocks, as outlined in the Table below.

S4T Innovative Block		Innovative Level
1	S4T Public-Civic Hub, a sustainable hub with a plurality of functions within the Rovereto train station.	Product/solution, methodological
2	Activities and capacity-building programmes in the S4T Hub, be co-created with different types of public and the active collaboration of the local stakeholders.	Training, solution, methodological
3	Community-led governance model, a long-term collaborative management model for the spaces of the S4T Hub.	Digital, methodological

Other innovative aspects of the project are the multi scalar dimension of the project (spanning from the hyperlocal scale at the train station building to the scale of the Lagarina valley) and the focus on marginalized groups.

Refer to the [S4T Innovation Matrix](#) for more information on its innovative blocks.

Currently the transferability of the S4T project is tested in the Transfer Partner Cities of Granada (Spain), Nova Gorica (Slovenia) and Transfer Partner 3 (Country) by means of small-scale pilots.



Station for Transformation

2 MUA'S VISION OF THE INNOVATIVE SOLUTION AND UNDERLYING MOTIVATION

Rovereto and the Lagarina valley are located in the Italian Alps - one of Europe's most climate-sensitive regions with a 2°C temperature rise over the last century, facing threats (e.g., drought, heat islands, forest fires, and biodiversity loss) intensified by the region's low adaptive capacity, as highlighted by the Alps 2050 Atlas.

S4T addresses these urgent challenges in alpine urban areas by bringing together public and private actors to implement transformative, inclusive actions that protect natural and cultural assets, improve sustainability through territorial impact assessments, and regenerate key areas of life (food, urban greening, inclusivity, and tourism).

Specifically, S4T aims to turn Rovereto's central railway station into a dynamic public-civic hub that fosters inclusive, green, and regenerative solutions to climate and biodiversity challenges. Rooted in the New European Bauhaus values and the EU principle "Understand, Adapt, Use," S4T promotes collaborative innovation through co-creation spaces, outreach tools like S4T on Wheels, and transgenerational knowledge exchange.

The project combines architectural redesign, sustainable food initiatives, impact monitoring, and local pilot actions to develop adaptive, digital, and replicable models. By engaging citizens and institutions in new ways of living and regenerating cultural heritage, S4T not only enhances local sustainability but also enables replication in other stations through national and EU partners, advancing EU Cohesion Policy goals.

↑ Aerial view of the train station area in Rovereto (Image source: S4T on [EUI Portico](#))

3 POLITICAL LEADERSHIP AT THE MUA

The Municipality of Rovereto, as the Main Urban Authority of the S4T project, demonstrates a strong level of political commitment toward the project's goals. The S4T project is aligned with the municipal administration's strategic vision to enhance participatory urban regeneration and promote social innovation. Additionally, S4T is embedded in a broader local agenda focused on sustainable urban development, citizen inclusion, and the valorisation of underused urban spaces.

The political leadership has actively endorsed the project since its early planning phase and continues to support its implementation through dedicated resources and public backing. This commitment is also reflected in public statements and council initiatives aimed at fostering cooperation with civic actors and informal groups. The innovative approach adopted by S4T aligns with the city's broader ambition to position itself as a laboratory for transformative urban policies, creating a favourable environment for long-term political engagement and potential replication.



← Group picture of the S4T project team taken during the Opening Site Visit of the Transfer Cooperation in March 2025. Image credit: Municipality of Rovereto.

4 CONTEXT

The S4T project is currently being implemented in the city of Rovereto located in the Lagarina Valley home to sixteen small towns in the Italian Alps region. The project focuses on the redevelopment of the train station area, already a key mobility hub for over 135.000 inhabitants, which represents an ideal public space for the co-creation of a territorial 'think and action' tank. The S4T project's key components include the Biodiversity Kiosk, the Co-Creation Space, the Climate Canteen, La Foresta Community Space and the S4T on Wheels.

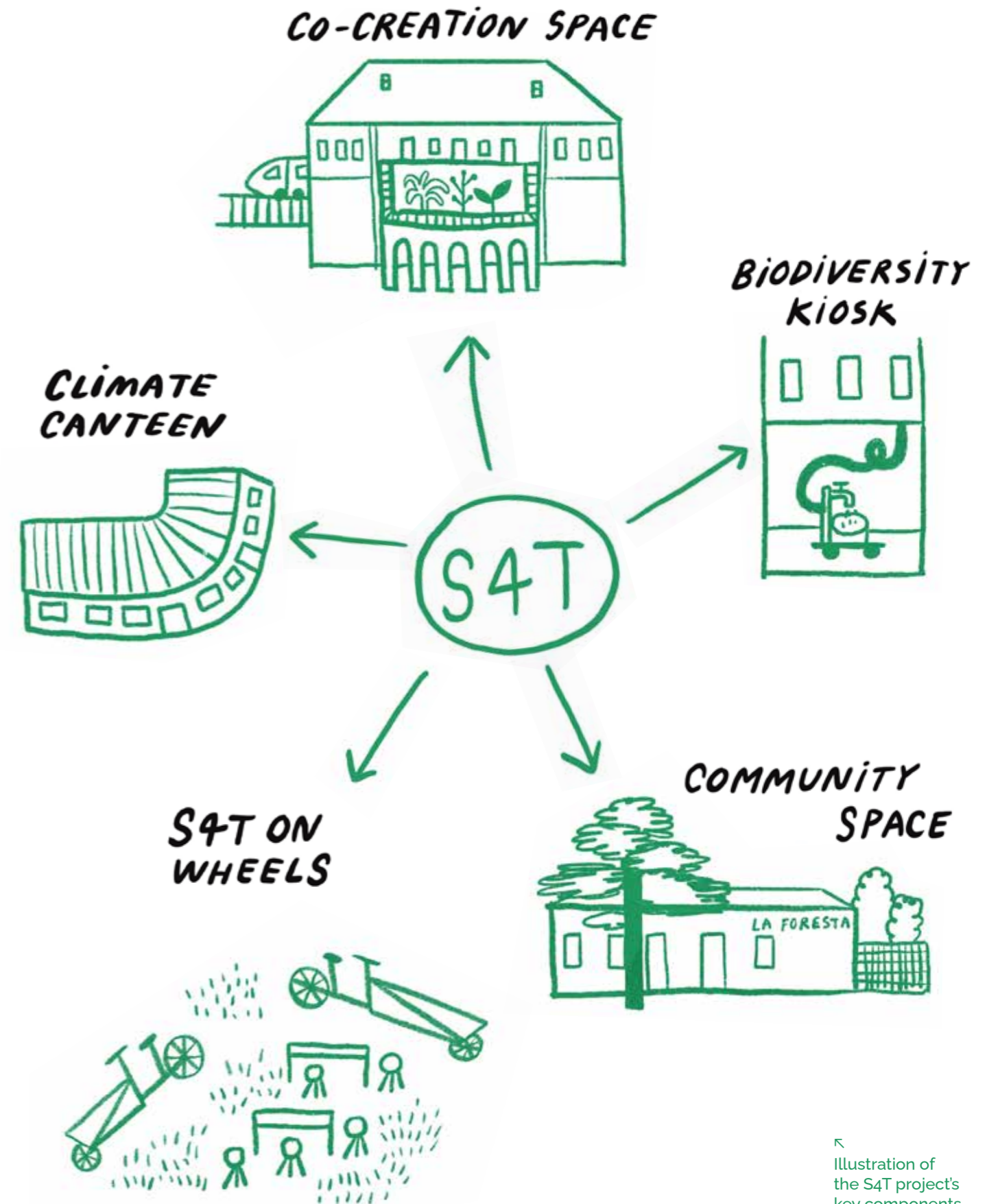


Illustration of the S4T project's key components (image source: Municipality of Rovereto)



Collage of pictures showcasing the Lagarina Valley, the S4T train station and its four strategic hot spots: (1) the Co-Creation Space, (2) the Biodiversity Kiosk, (3) La Foresta Community Space, (4) the Climate Canteen (images source: La Foresta - Community Academy).

1 Biodiversity Kiosk – Located within the train station building, this kiosk will promote biodiversity awareness and host activities related to food, using sensory and artistic methods to share local knowledge about the Lagarina Valley. It will also serve as a space for presenting local products and promoting best practices in food production within the region.

2 Co-Creation Space – Situated on the first floor of the train station, this space will be dedicated to co-design and co-working activities, as well as training sessions. Additionally, it will serve multiple purposes, including:

- A Living Lab in collaboration with students from the University of Trento
- A Co-Working Space
- A Library of Objects where students can borrow tools and equipment
- A Multimedia Production Area
- A Flexible Room designed for various uses, adapting to the needs of its users

3 Climate Canteen – Located in the building opposite the train station, this space will feature a common kitchen, an open-to-the-public restaurant and bar. It will serve as a hub where people from the valley can prepare locally sourced food, showcase local products, and even sell them with active participation from the community. The kitchen will feature a glass façade, making it open to the city and its surroundings so that passersby can observe what is happening inside. Beyond food, the Climate Canteen aims to present an alternative economic model, one that moves away from dominant capitalist structures and fosters a more sustainable, community-driven approach.

4 La Foresta Community Space – A community space located on the ground floor of the train station dedicated to hosting and promoting accessible, inclusive activities and practices around environmental sustainability and ecological community building, including informal and low-threshold training on biodiversity and climate, in connection with the local social policies.

S4T on Wheels – An innovative initiative involving three public electric vehicles designed to bring the project to other municipalities and small towns located in the Lagarina Valley.

5 STAKEHOLDER ECOSYSTEMS

The S4T project brings together a diverse set of stakeholders, engaging them through collaborative frameworks inspired by the 5-Helix Innovation Model, with a strong focus on target groups represented by local citizens, tourists, train station users, agri-food and tourism actors, SMEs, students, unemployed and socially vulnerable individuals.

Helix	S4T Stakeholders
Government	<p>Municipality of Rovereto leads the WP Project Management and WP Communication & Capitalisation; and are the S4T railway station civic-public hub building tenant as well as owner of Climate Canteen building.</p> <p>Community of the Lagarina valley (union of 16 small towns located in the Vallagarina area) helps contributing to the mapping, collection and involvement of biodiversity-positive best practices of the valleys; co-activator of S4T on Wheels.</p>
Civil society	<p>Trentino Social Tank, a cooperative society responsible for the coordination of the Climate & Biodiversity Co-creation Space; development of digital training tools; coordination of training, with a focus on social enterprise, sustainability and European inclusivity education.</p> <p>La Foresta- Community academy is responsible for the co-design, co-building and co-activation of Climate Canteen and Biodiversity Kiosk; activation of NEB methods and working principles.</p> <p>Brave New Alps works on art and design as inclusive tools and advocates for New European Bauhaus values. The help with training, mentoring and support of actors, including those fostered through the financial schemes.</p> <p>Center for International Cooperation responsible for the cooperation with transfer towns, contributing to a global view and network on local issues as well as replication measures and relevant spillover effects.</p> <p>Europe consulting is a social cooperative part of an EU networks of train stations, focused on disadvantages groups like homeless people at train station. They are responsible for the modelization and replication in cooperation with the Railways network.</p>
Academia (research and education)	<p>University of Trento (Department of Sociology) responsible for the coordination of a living lab for social innovation students, monitoring and evaluation and provision of agro-ecological expertise.</p>
Industry	<p>Campomarzio is responsible for the architectural design and regeneration of the train station spaces.</p>
Environment	<p>Lagarina Valley home to sixteen small town connected to Rovereto.</p>

→ Group photo near the Campana dei Caduti in Rovereto during the first Open Site Visit of the project's partner cities.



6 DIGITAL, GREEN AND JUST ASPECTS OF THE INNOVATIVE SOLUTION

The S4T project contributes to green, digital and just transitions towards climate neutrality through the development of diverse, integrated solutions which address all three SUD thematic pillars, as follows:

- **Territorial impact assessment** performed using digital methodologies such as the ESPON TIA Tool, an interactive web application assessing the spatial impact of EU policies and legislative proposals.
- **Innovative, digitally interfaced biodiversity learning paths** connecting urban and rural areas, helping to identify and address educational disparities through the use of games and interactive programs supporting the creation of inclusive, high-quality educational models.
- **A Data Management System** developed to track project progress and environmental outcomes. Project's results will be made accessible through a Digital Open Science Platform, promoting transparency and knowledge sharing.
- **Outputs from targeted workshops** informing the user experience research phase, contributing to the creation of a digital twin of the S4T project, which will support efficient replication and scaling of the model.



7 REGULATORY FRAMEWORKS

The implementation of S4T is made possible by a combination of municipal regulations and national legal provisions supporting urban regeneration, civic uses, and temporary use of public assets.

The Municipality of Rovereto has leveraged **existing frameworks** that enable the **adaptive reuse** of vacant spaces and the establishment of **financial support schemes** targeting **non-profit actors and informal groups**.

S4T operates within zoning regulations that already foresee **multifunctional community use** for certain urban areas. Moreover, the project has benefited from streamlined municipal procedures for temporary occupancy, which facilitate pilot testing without major administrative barriers. Environmental and safety standards are fully respected, while light infrastructural adjustments fall within permitted urban interventions.

The legal possibility to introduce financial support mechanisms for civic projects has been a key enabling factor, supporting the experimentation of the **“Financial Schemes Strategy”** as part of the S4T project.

→ View of the Rovereto train station.
↗ Visit to the spaces of La Foresta – Community Academy by the transfer city of Piraeus (Greece).



8 MANAGEMENT AND GOVERNANCE OF THE INNOVATIVE SOLUTION

The S4T project is managed through a **mixed model combining direct municipal coordination with active involvement of external actors and stakeholders.**

While the Municipality of Rovereto retains overall responsibility for implementation, key tasks related to animation, engagement, and capacity-building are delegated to a network of local partners, including community organisations and informal groups.

This **hybrid governance model** is grounded in a **public-civic cooperation approach**, enabling co-design and co-management of activities through structured and informal participation mechanisms. Governance tools include open calls, co-design workshops, and participatory evaluation processes. Additionally, Rete Ferroviaria Italiana who owns the train station building will provide unused spaces to project partners through rental agreements or free loans, allowing them to repurpose the spaces as outlined in the project plan.

S4T also tests **shared decision-making practices**, aiming to institutionalise forms of collective intelligence and bottom-up initiative within municipal procedures. Through this model, the project fosters a durable shift toward inclusive urban governance, empowering communities as active agents in the transformation of public space.

→ Presentation of the S4T launch event to the public by the Municipality of Rovereto.



9 RESOURCES AVAILABLE

S4T is supported by a strong, complementary consortium of partners who bring expertise in novel forms of governance, New European Bauhaus principles, cultural heritage, biodiversity, climate change, social inclusion, participatory processes, arts-based methods, and human-centred urban planning and design. This is complemented by functional capabilities in project management, communications, evaluation, and community development.

S4T has a total **EUI budget of € 4,997,697.50** (with a total project cost of **€ 6,247,121.88**) to deliver the activities outlined in the project proposal, including, for example:

- Co-Design of the S4T Public-Civic Hub
- Technical design and execution design of the spatial S4T Public-Civic Hub
- NEB-designed and constructed hub including multiple regenerated spaces: La Foresta Community Space, Biodiversity Kiosk, Co-creation Space, Climate Canteen.
- Curatorial Concept (including thematic & activity programming logic) in the name of the New European Bauhaus values (beauty, sustainability, inclusivity)
- S4T on Wheels outreach module
- Activities & Interaction Program of the Public-Civic Hub
- TWIN digital modelling of S4T Hub
- Establishment and running of the S4T evaluation framework
- Outreach and public engagement activities (local/national/EU level)

Regarding personnel resources, the core project staff includes municipal employees, external consultants, and representatives from local associations and NGOs.

Finally, the **Transfer Partners** of Granada, Nova Gorica and Transfer Partner 3 represent valuable assets for mutual learning and for testing the feasibility of replicating the S4T project in other European cities.

→ Working table during the first Open Site Visit by the Transfer Cities.



10 SUSTAINABILITY OF THE INNOVATIVE SOLUTION AT THE MUA

Rovereto Municipality has ensured the long-term sustainability of the S4T project through dedicated multiple ownership agreements, community-led governance structures and business plans grounding on key components, such as:

- Railway station spaces granted a 10+10 year rent-free contract with the Italian Railways.
- Biodiversity Kiosk's business plan built on products and services' sale, grants for cultural projects to be exhibited/activated at the kiosk, subsidies from municipalities, civic volunteer labor contributions, annual contributions by promoted SMEs' exhibition space rent.
- Co-Creation Space's business plan built on co-working, events and training spaces rent, and contributions by local foundations to guarantee low-cost access to start-up initiatives.
- Climate Canteen's business plan built on 5 years of rent-free use post-EUI, canteen service, production facilities' rent to agri-food actors, catering events, and public grants for training, innovation actions, food design and outreach activities.
- S4T on Wheels's business plan built on service fees to other organizations and stakeholders for cultural heritage preservation initiatives.

Additionally, through S4T, project partners and novel stakeholders will develop new networks and knowledge to apply for further fundings at the national and EU levels (e.g., PNRR, governmental funds; Interreg, Alpine Space, Creative Europe, Erasmus+; from national and international foundations).



11 RISKS

S4T aligns closely with the municipal administration's strategic vision and enjoys strong political backing. However, the project may face certain risks regarding project management, infrastructure, operations, modelling, and resources. The table below outlines these potential risks along with the corresponding mitigation measures identified by the project team. Both expected and unforeseen risks will be continuously monitored and managed, in compliance with procedures detailed in the Project Management Plan.

Risks at project implementation level

Project management capacity risks		
Risk	Description	Mitigation Measures
Structures and procedures	Planned human resources are not available during the project.	Accurate hiring, task redistribution and methods revision will guarantee well-structured management and absorb delays by consequent accelerations.
	MUA's management structure and role not clearly defined for the project implementation its sustainability term.	Reinforcing MUA's role as leading partner, through thematic ownership of S4T project, while consolidating the integration of S4T outcomes into broader local policies, particularly in areas such as food policies and other cross-sectorial sustainability policies of the city.
Project Partnership	Partners leave or are invited to leave the consortium. Partners' withdrawal.	Careful selection of highly dedicated entities, having been working together previously on other projects within Cultural heritage preservation. Ad-hoc support from networks with links to other relevant civic-public organizations and territorial SMEs.

←↑
Series of images showing guided visits to the S4T spaces and the use of some co-design tools developed for the project.

Financial flows	Budget exceeds 10% of the anticipated value approved in the Project dossier. The external macroeconomic situation may necessitate a budget increase that partners, predominantly civic public entities with low profitability, are unable to absorb.	Submission of a revised budget allocation to the EUI PO during the project implementation when the 25% flexibility rule is exceeded. Savings on selected other activities to maintain the overall value of the project is frequently monitored.
Procurement	Delays in procurement of all equipment and materials with subsequent delays in infrastructure & initiatives kick-off.	Priority given to suppliers that guarantee respect of delivery times without affecting the purchase procedure. Meeting with suppliers to cope as speedily as possible with the identified issues. Alternative suppliers considered if they are not able to meet the scheduling.

Workplan implementation risks		
Risk	Description	Mitigation Measures
Legal framework and regulations regarding innovation (local, national, EU level)	Changes in the authorization's predicted time flow: Delays in the renovation restructuring and regenerating authorization flow due to the variously distributed responsibility between the Municipality, the Region and the State.	Programming rearranged to give priority to experiences within the first-ready spaces. Design rearrangement with modified routes will be proposed. S4T on Wheels and community space at the station, already renovated, is ready for use.
Delays in the delivery of project activities	The indicators of activity progress, monitoring and evaluation do not demonstrate significant improvement throughout the project (time- and content-wise). For instance, the realization of the works at the Canteen depends on the finalization of other technical regeneration works in the surrounding spaces which are carried out by the Province of Trento, outside MUA's direct control. Any delay in those works may also hinder the completion of what can be considered as the most important among the three spaces of the sustainability hub created in the railway station, because it will serve as the main venue for community activities such as the community kitchen, activities with local schools and workshops with local food producers.	Careful and close monitoring of the procurement process and the subsequent construction works in smooth way is to be ensured by the MUA and any concerned PP.

Participatory approach	Stakeholders show reluctance to actively participate to the initiatives and lack of interest in project's results.	Involvement of the category institutional associations; conduction of early impacts screening to maximize the benefits of the initiatives and better attract the target actors; revision of the dissemination actions.
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Investment risks		
Risk	Description	Mitigation Measures
Ownership & location of the site	Risk of failure in having the spaces available.	Development of the necessary agreements with all the Railway station areas owners, including a free of charge loan for use agreement.
Delivery of investments	Risk of delays in the renovation restructuring and regenerating authorization flow due to the variously distributed responsibility between the Municipality, the Region and the State.	Rearrangement of the programming design and execution to give priority to experiences within the first-ready spaces. Investments on pre-used area of the same classification to mitigate hazards assessments.
Obsolescence of technical solutions	Inadequate utilization of the project facilities and underperformance in using the project outcomes.	S4T project emerged from a long process (at least since 2017), clearly identifying the needs of the territory and considering partners' activities within the thematic area in the long term; renovation is developed to meet the visitors and passengers' needs for the future station service (beyond lifetime life time).

12 REFERENCES AND ADDITIONAL RESOURCES

- [S4T website](#)
- [S4T video \(in Italian\)](#)
- [S4T repository of articles and podcast\(s\) on EUI Portico website](#)
- [S4T Innovation Matrix](#)
- [S4T Results](#)



Guided visit to the Campana dei Caduti in Rovereto during the S4T Transfer Cities Open Site Visit.

Credits

Project Title:
S4T - Station for Transformation
modelling a train station as a replicable
hub for public-civic engagement to tackle
climate change and biodiversity challenge

Project No: EUI01-231
Programme: European Urban Initiative
Innovative Action



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Lead partner:
Municipality of Rovereto

With the partner network consisting of:
Community of the Lagarina valley
La Foresta - Community academy
University of Trento
Campomarzio
Europe Consulting
Trentino Social Tank
Brave New Alps
International Cooperation Centre

Transfer Partner Cities of:
Granada (Spain)
Nova Gorica (Slovenia)
Piraeus (Greece)

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