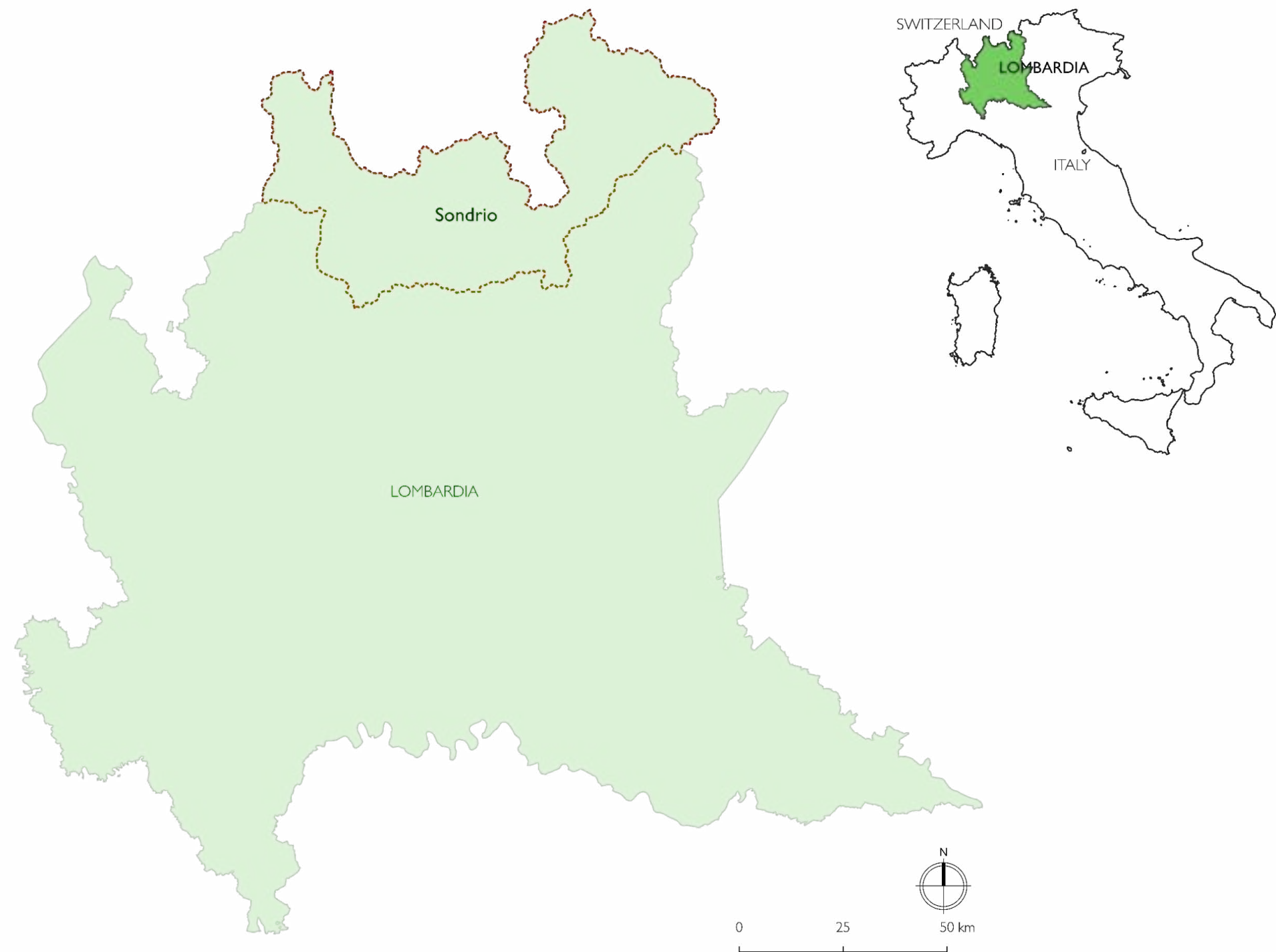




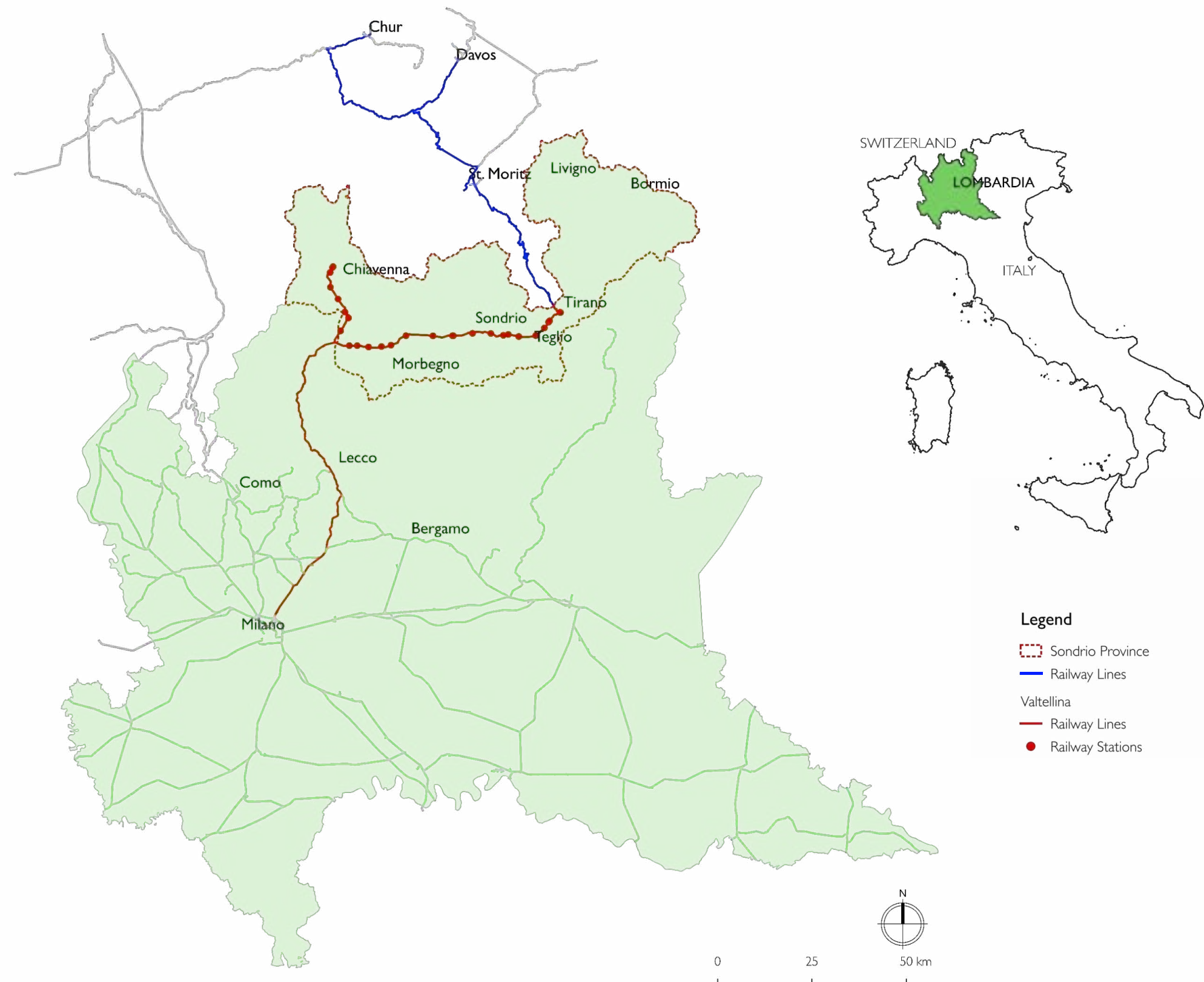
How might we revitalize Valtellina's local economies and develop tourism through **remote work**?

Valtellina has a lot to offer



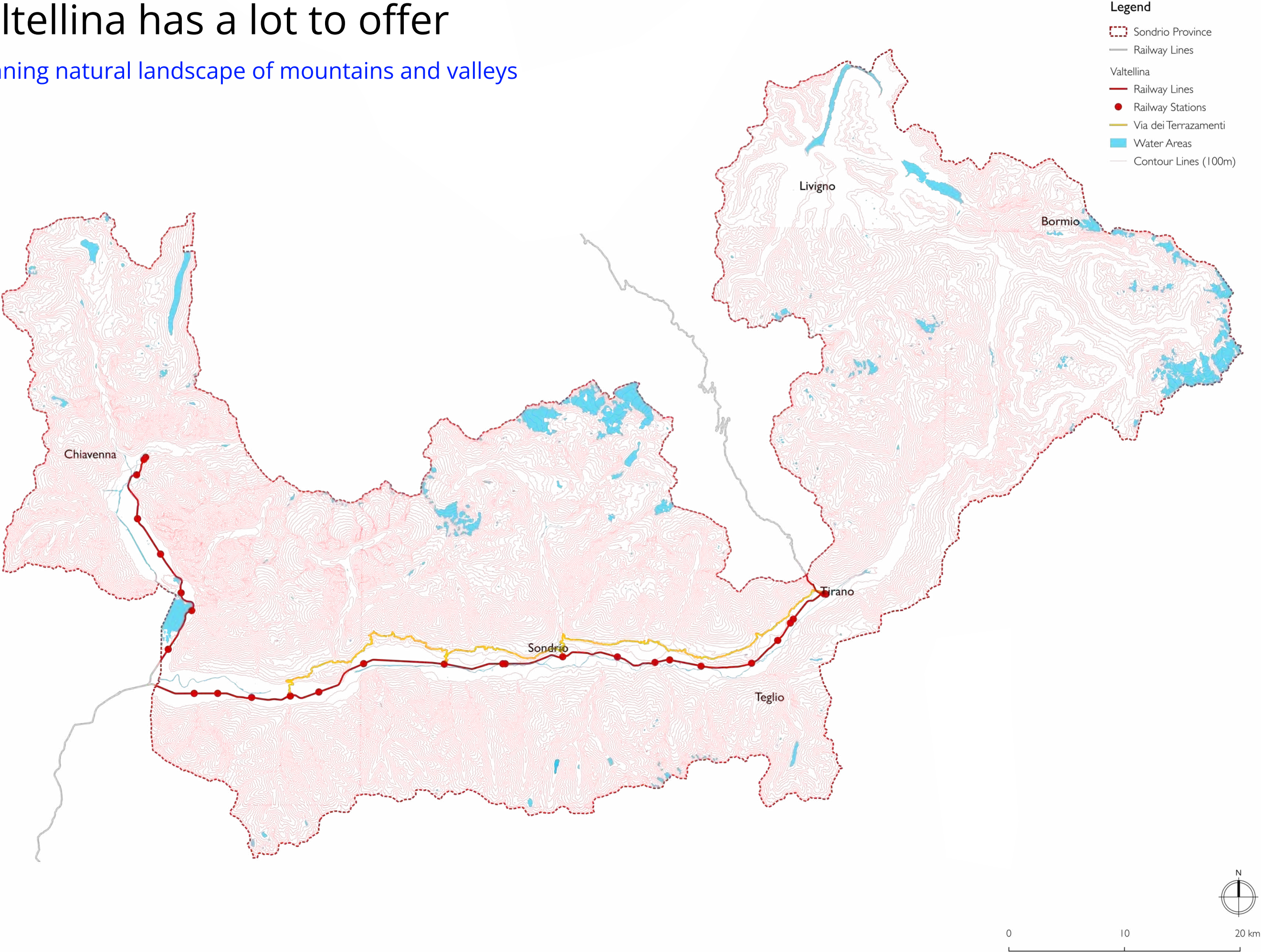
Valtellina has a lot to offer

Close proximity to Milan and Switzerland



Valtellina has a lot to offer

Stunning natural landscape of mountains and valleys



Valtellina has a lot to offer

Stunning natural landscape of mountains and valleys



Valtellina has a lot to offer

Rich history and cultural heritage



Valtellina has a lot to offer

Rich history and cultural heritage



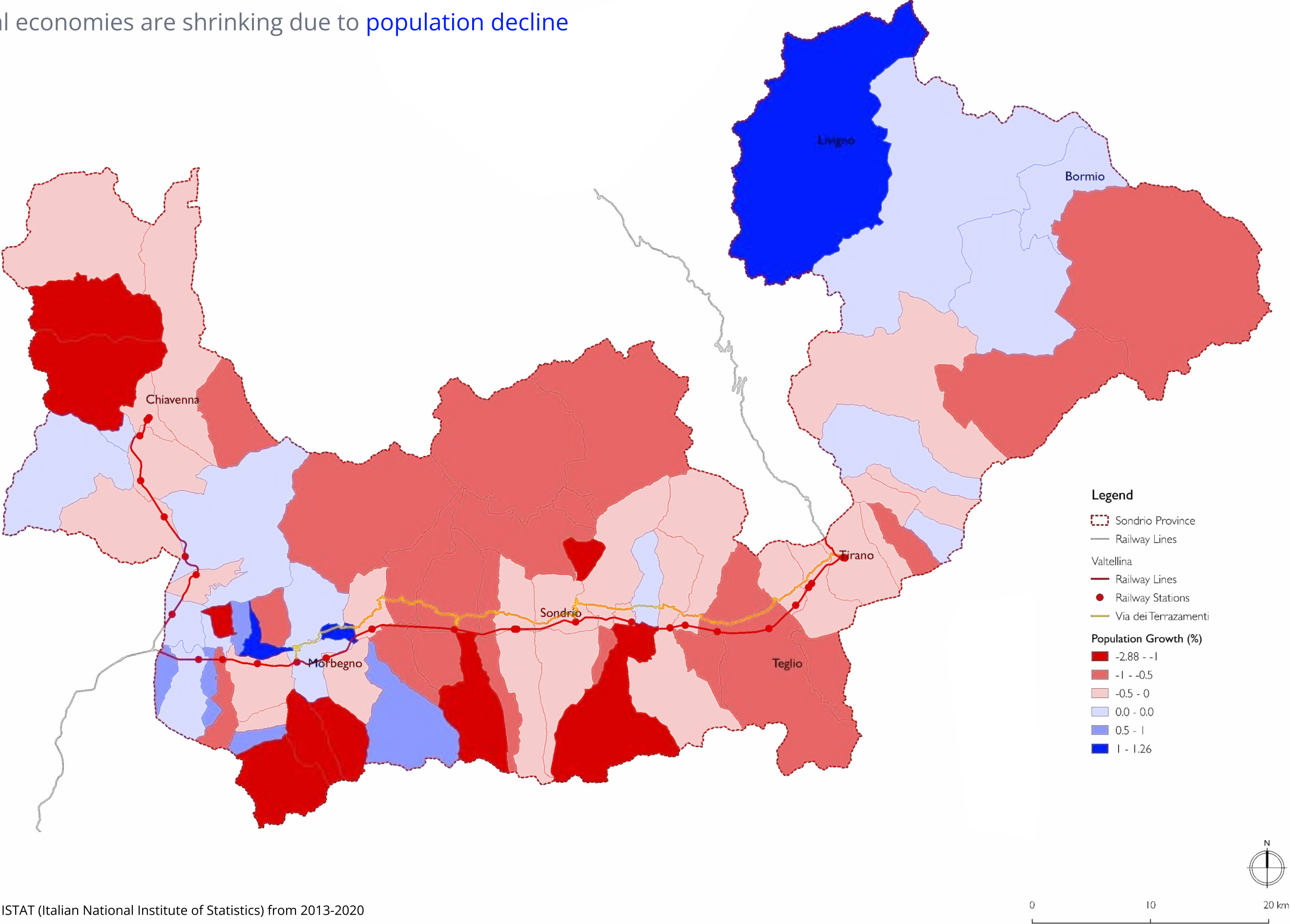
Valtellina has a lot to offer

Rich history and cultural heritage



But it faces a number of challenges

Local economies are shrinking due to [population decline](#)



Source: ISTAT (Italian National Institute of Statistics) from 2013-2020

But it faces a number of challenges

Local economies are shrinking due to [changing industries](#)

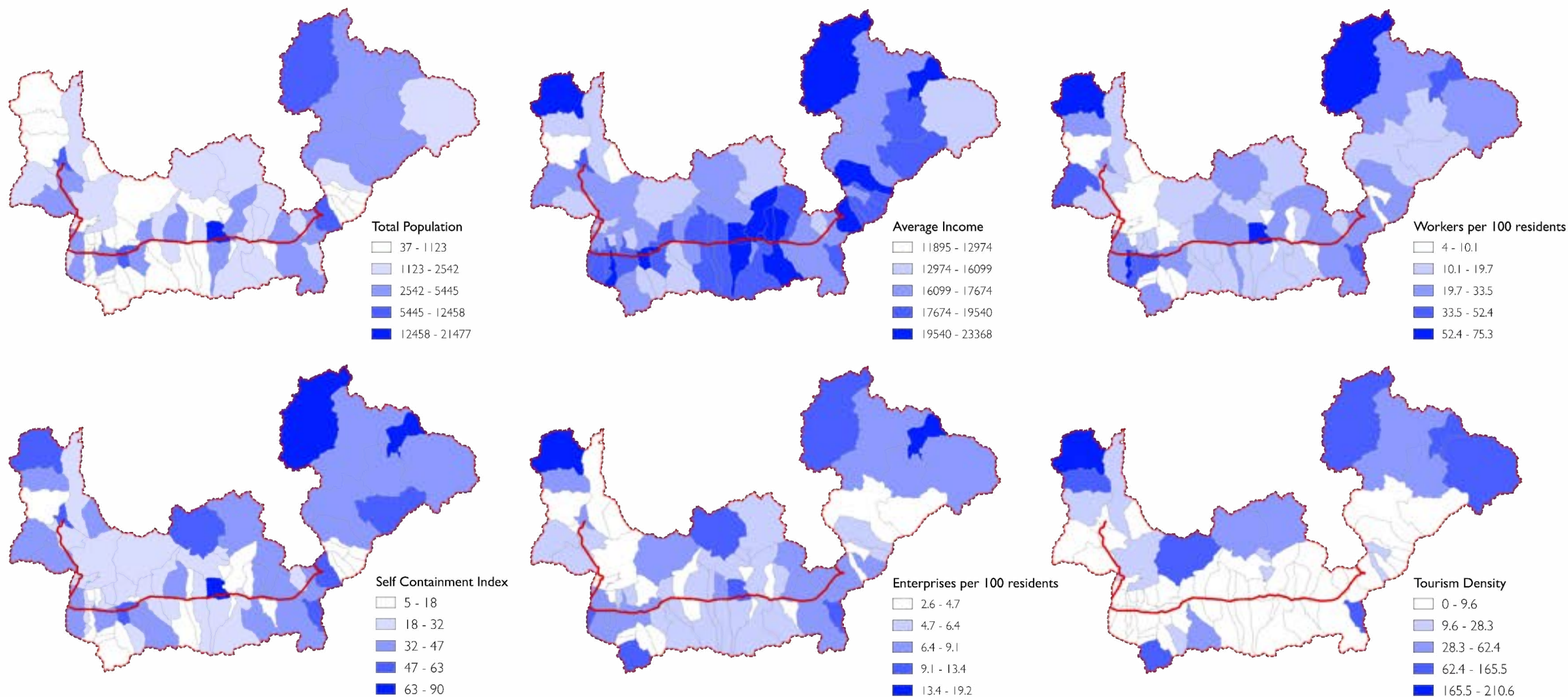
Active Entreprises – Province of Sondrio (values are expressed in thousands)



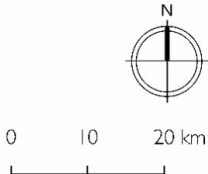
Total enterprises on the right axis

But it faces a number of challenges

Local economies are shrinking due to **lack of jobs**

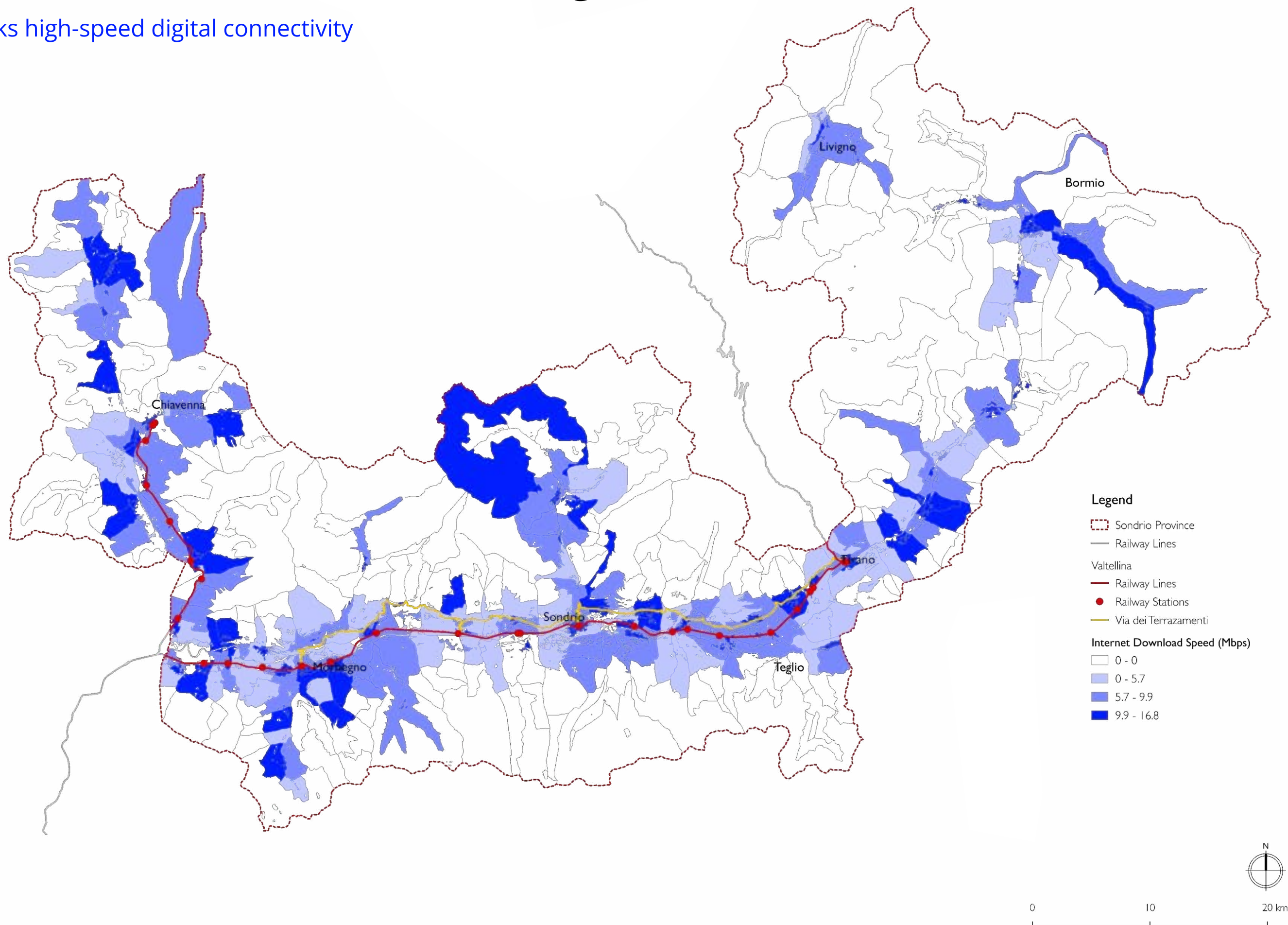


Self Containment Index = residents that commute outside for work or school / # of residents * 100
Tourism Density = # of beds in accommodation facilities / # of residents * 100
Source: ISTAT (Italian National Institute of Statistics) from 2013-2020



But it faces a number of challenges

Lacks high-speed digital connectivity



But it faces a number of challenges

Lots of competition with nearby destinations

The image shows a Google Maps interface with a search bar at the top left containing the word "Alps". Below the search bar is a small thumbnail image of a mountain landscape. To the right of the thumbnail, the word "Alps" is displayed, followed by "Alpen", a 4.6-star rating, and "6,175 reviews". Below this, it says "Mountain range". There are five icons: Directions, Save, Nearby, Send to phone, and Share. A description follows: "Mountain range making up parts of France, Italy, Switzerland, Germany, Austria, Croatia & more." Below the description are two more icons: "Send to your phone" and "Add a label". At the bottom left, it says "Updates from customers". The main map area shows a green, mountainous region with a red pin in Liechtenstein. Various cities are labeled, including Strasbourg, Freiburg im Breisgau, Basel, Zurich, Bern, Lucerne, St. Gallen, Konstanz, Friedrichshafen, Rosenheim, Salzburg, Vienna, Bratislava, Graz, and Zagreb. The map also shows parts of Switzerland, Austria, and Slovenia. A search bar at the bottom right contains the text "where should i go in the alps". Below the search bar, it says "People also ask" and "What is the best part of the Alps to visit?". Underneath, it lists "Top 10 Wonderful Sites in the Alps" with a list of locations: Bath Gastein, Austria; Graubünden, Switzerland; Maggiore, Italy; The Stelvio Pass, Italy; Gran Paradiso National Park, Italy; Step Into the Void, the Aiguille du Midi, Chamonix, France; Sylvenstein Dam, Upper Bavaria, Germany; and Paragliding in France. To the right of the list is a small image of a mountain road.

Alps

Alpen

4.6 ★★★★★ 6,175 reviews

Mountain range

Directions Save Nearby Send to phone Share

Mountain range making up parts of France, Italy, Switzerland, Germany, Austria, Croatia & more.

Send to your phone Add a label

Updates from customers

where should i go in the alps

People also ask

What is the best part of the Alps to visit?

Top 10 Wonderful Sites in the Alps

- Bath Gastein, Austria. ...
- Graubünden, Switzerland. ...
- Maggiore, Italy. ...
- The Stelvio Pass, Italy. ...
- Gran Paradiso National Park, Italy. ...
- Step Into the Void, the Aiguille du Midi, Chamonix, France. ...
- Sylvenstein Dam, Upper Bavaria, Germany. ...
- Paragliding in France.

But it faces a number of challenges

Incoherent and disconnected regional experience



So, what are some opportunities?

In Valtellina, Sondrio is experimenting with events and co-working spaces

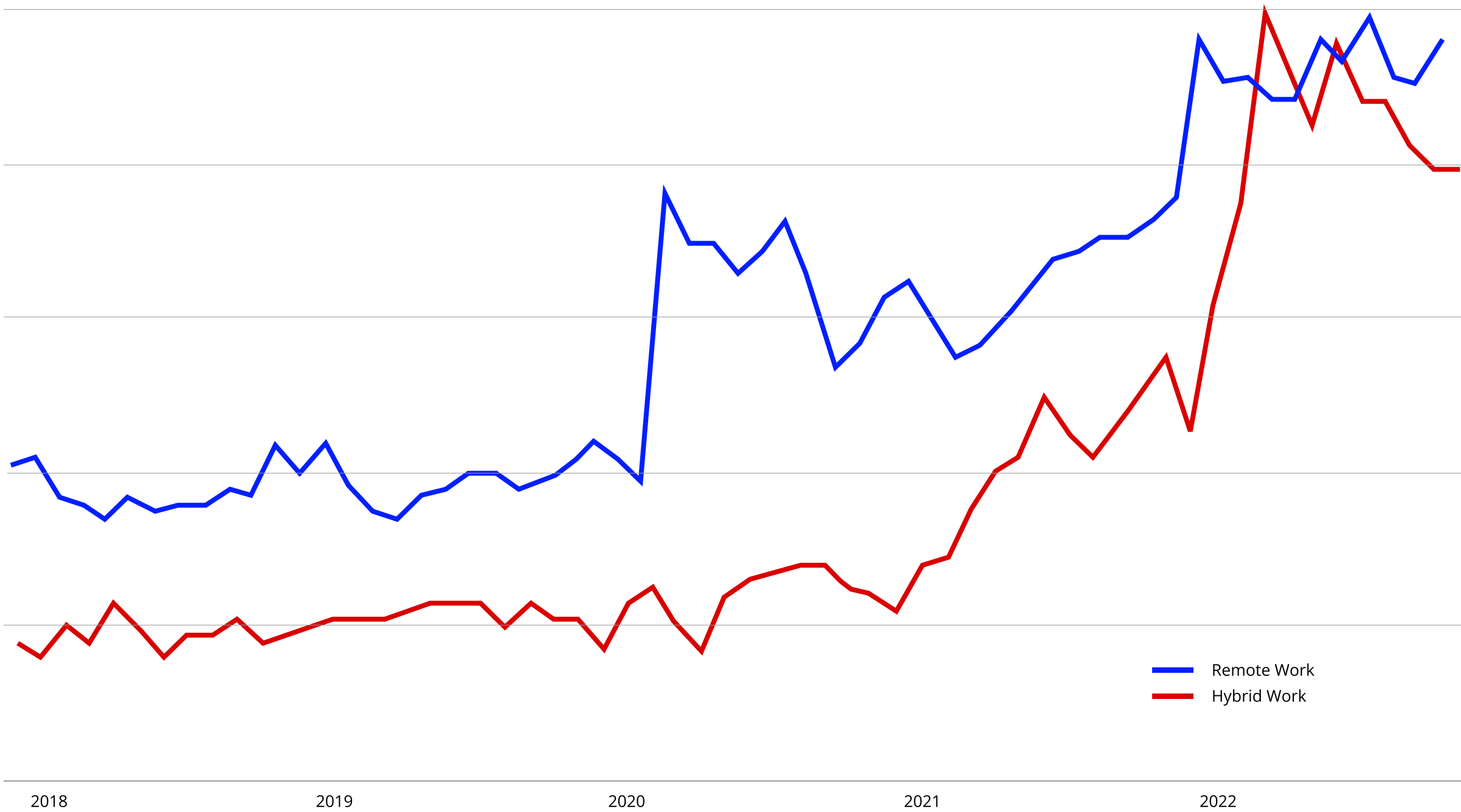
Sondrio's vision is to be a gateway to smaller towns and a "Smart City"



This is our conversation with Sondrio's City Council

Is remote work an opportunity for Valtellina?

More and more people are choosing to work remotely

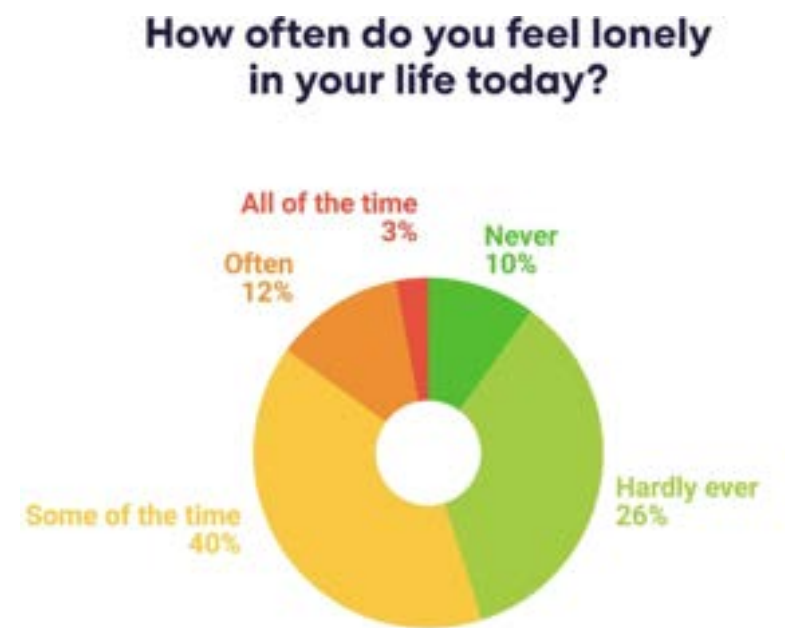


Is remote work an opportunity for Valtellina?

More and more people are choosing to work remotely



In Italy, this is seen in the rise of movements like South Working



But in the move to remote work, are we losing our sense of community?

But, what do **remote workers** want?

What do remote workers want?

We sent out a survey and got 60 responses

The image displays three sequential screenshots of a mobile survey form titled "Are you a Digital Nomad?". The form is hosted on the website admin.typeform.com, as indicated by the browser address bar. The background of the form is a light purple gradient.

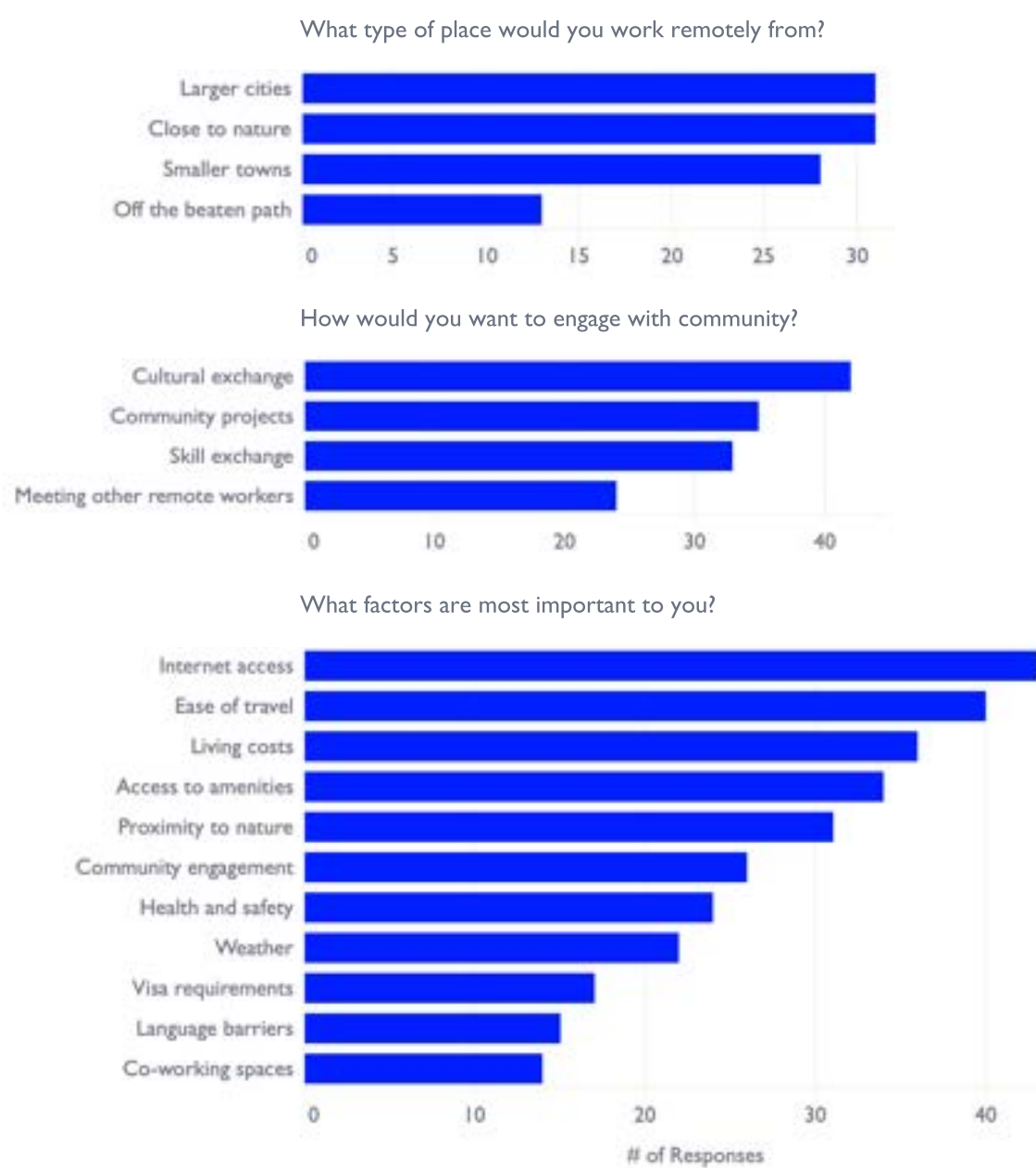
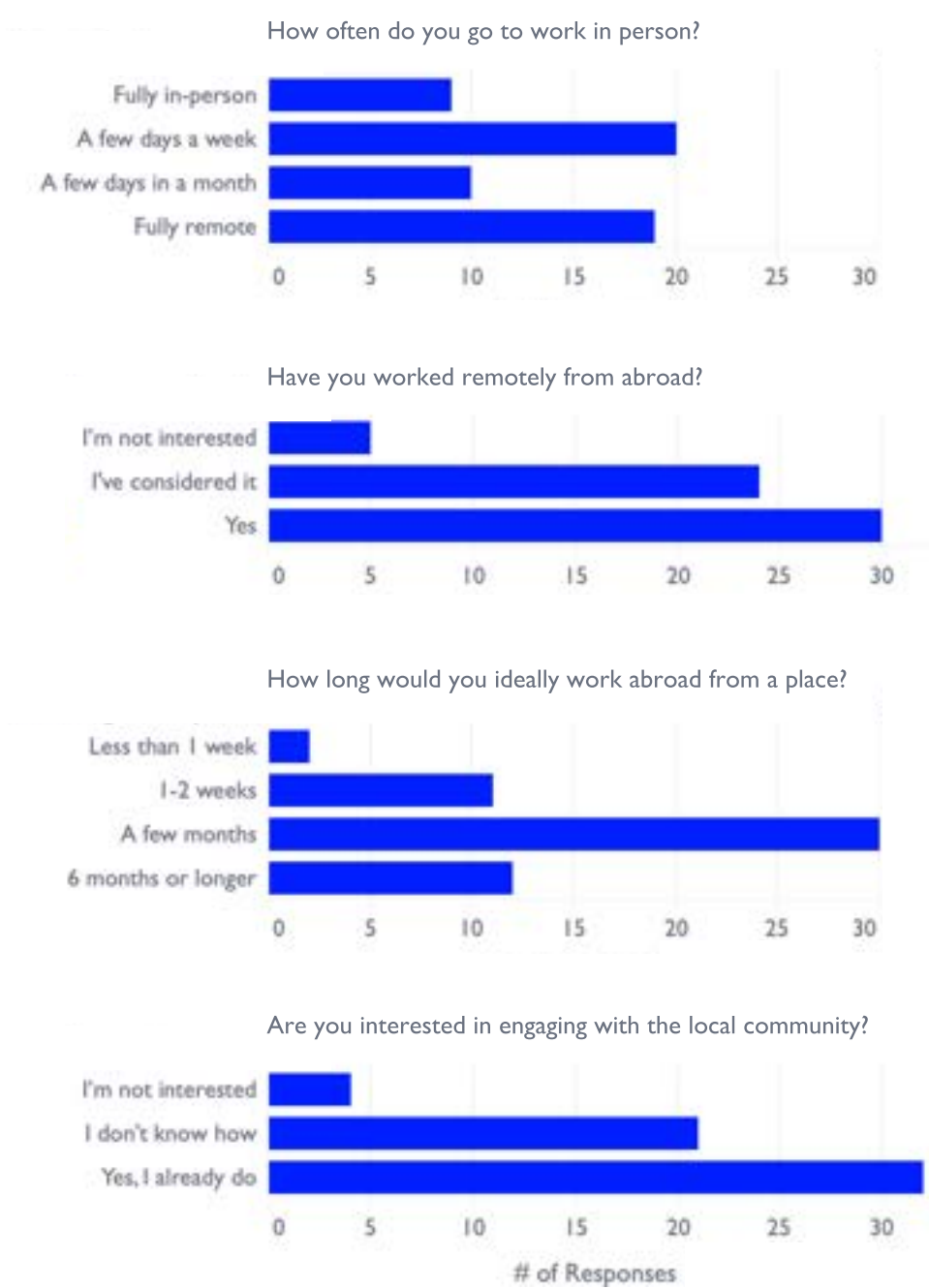
Screenshot 1 (9:38): The first screen shows the title "Are you a Digital Nomad?" and a subtitle "We'd love to learn about your experience with remote working". At the bottom, there is a blue "Start" button and a small icon indicating "Takes X minutes".

Screenshot 2 (9:39): The second screen displays question 4: "How often do you go work in person?". It features four radio button options: "A Fully in-person", "B A few days a week", "C A few days in a month", and "D Fully remote". A blue "OK" button with a checkmark is at the bottom.

Screenshot 3 (9:42): The third screen displays question 7: "What kinds of places are you interested in working from?". It includes the instruction "Choose as many as you like". There are four image-based options: "A Larger cities (e.g. Barcelona, Paris, Lisbon)" with a picture of the Eiffel Tower, "B Smaller towns (e.g. Bruges, Dubrovnik)" with a picture of a town square, and two other images (a mountain landscape and a pagoda) without text labels. A blue "OK" button with a checkmark is at the bottom.

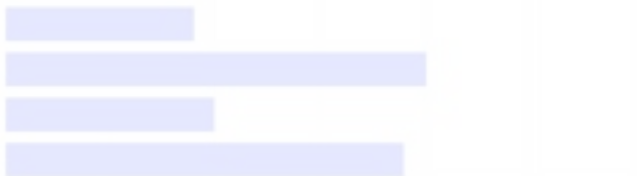
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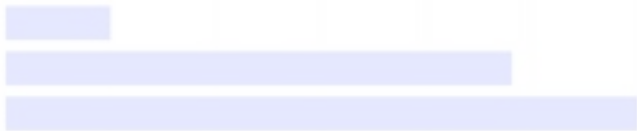


What do remote workers want?

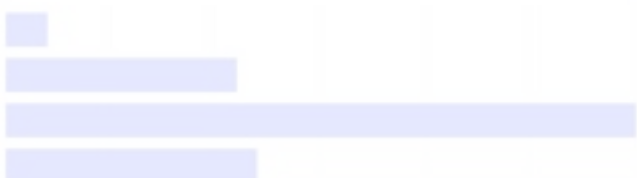
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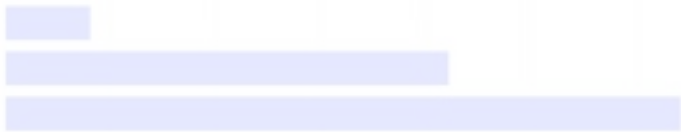
Most people are fully remote or hybrid



Most have worked remotely from abroad



Most want to work remotely for a few months



Most are interested in local engagement



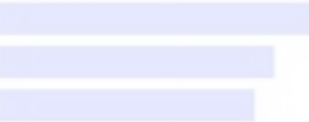
Less interest in places “off the beaten path”



A lot of interest in community engagement

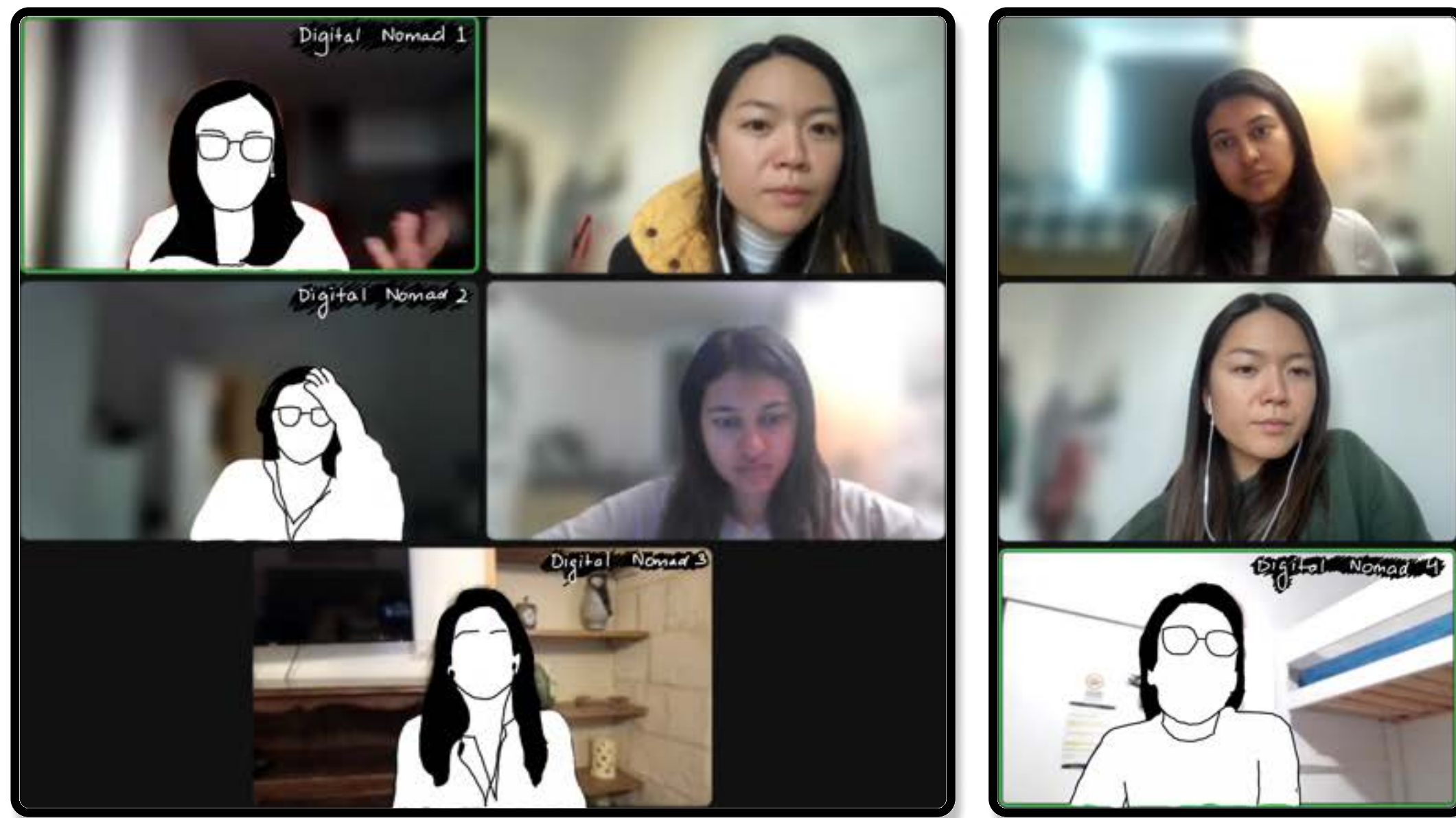


Internet, ease of travel, and costs are most important
Next is access to amenities and nature, and community engagement



What do remote workers want?

We also conducted a workshop with remote workers in Italy



What do remote workers want?

We also conducted a workshop with remote workers in Italy

Low or zero taxes
Low or **affordable cost of living**

Sustainable living
Mountains and nature. Lots of outdoor activities.
A lot of amenities, like a movie theater, yoga studio, cultural life, and other activities.
Wine bars and somewhere with a city center

What do you look for in a place?

I want a town that's not big and not too small. **I don't want to live in a ghost town, but it's hard to evaluate that from afar.**

Good quality, affordable accommodation
I want a space with a kitchen

Co-working spaces or cafes where I can work from
High-speed internet

Ways to meet other people and create community
Has a Facebook group with other remote workers

What do remote workers want?

We also conducted a workshop with remote workers in Italy

Hard to find good internet

Not a lot of places to bring a laptop and work from
(e.g. cafes or bars)

I need a car and it's hard to get around without one.

It's very bureaucratic here

What's not working for you?

Airbnb has gotten really expensive. *It's hard to get a lease because landlords require background checks.*

Working remotely is isolating. I need to take calls for work, so co-working doesn't work for me.

Italian's don't speak much English. *You have to make a lot of effort to engage with locals.*

What do remote workers want?

We also conducted a workshop with remote workers in Italy

I'd definitely go there for vacation. Probably for a week or two.

Maybe. I would need good fiber internet and good accommodation.

Would you work remotely from Valtellina?

I love sustainability and being able to do outdoor activities.

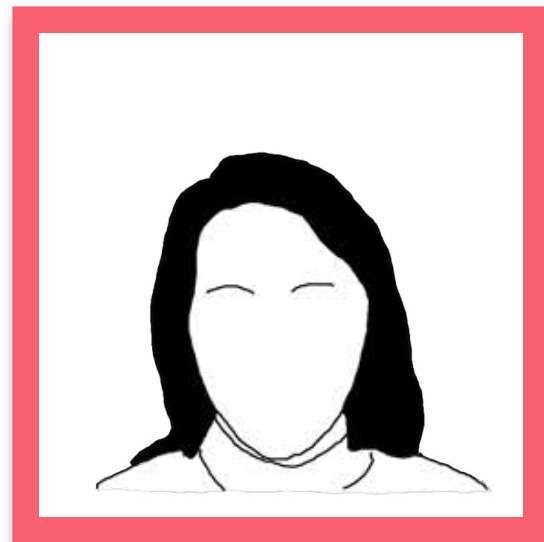
How is it in the winter? What activities can you do when it snows? How can you get around? What is nearby?

Having access to larger cities or places nearby would be great.

What's the region about? How can I experience that?

What do remote workers want?

We learned that there are many types of remote workers



The Tourist

Time: **Less than 1 week**

Accommodation: Hotel

Workspace: Cafes

Interests: To discover the area and find unique experiences



The Hybrid Worker

Time: **A weekend to a few weeks**

Accommodation: Second home

Workspace: Cafes or co-working

Interests: To connect with the outdoors and have a slower pace



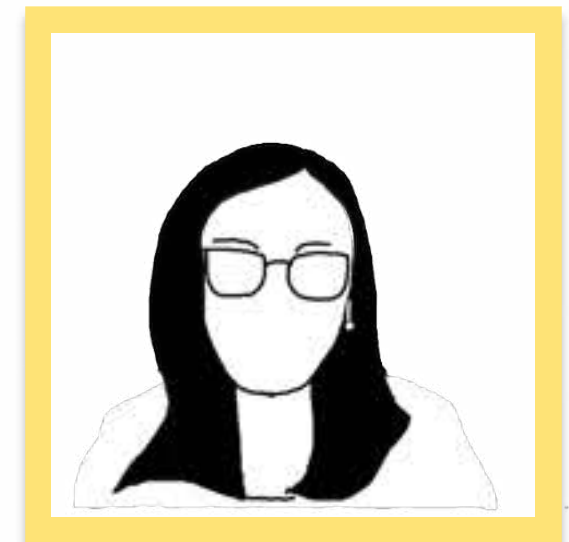
The Digital Nomad

Time: **A month to 6 months**

Accommodation: Airbnb

Workspace: Cafes or co-working

Interests: To meet locals and engage with the culture and community



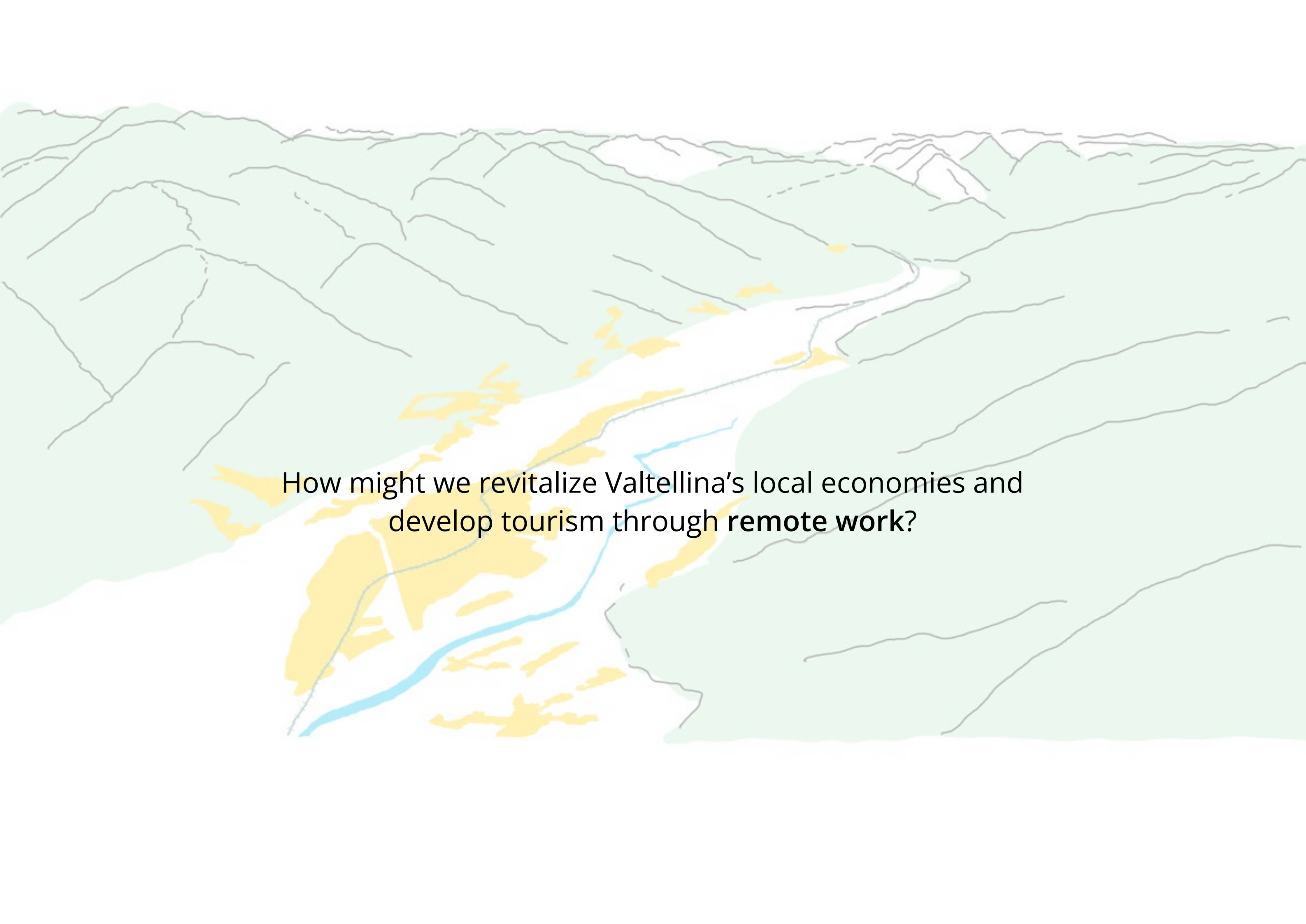
The Local

Time: **More than 6 months**

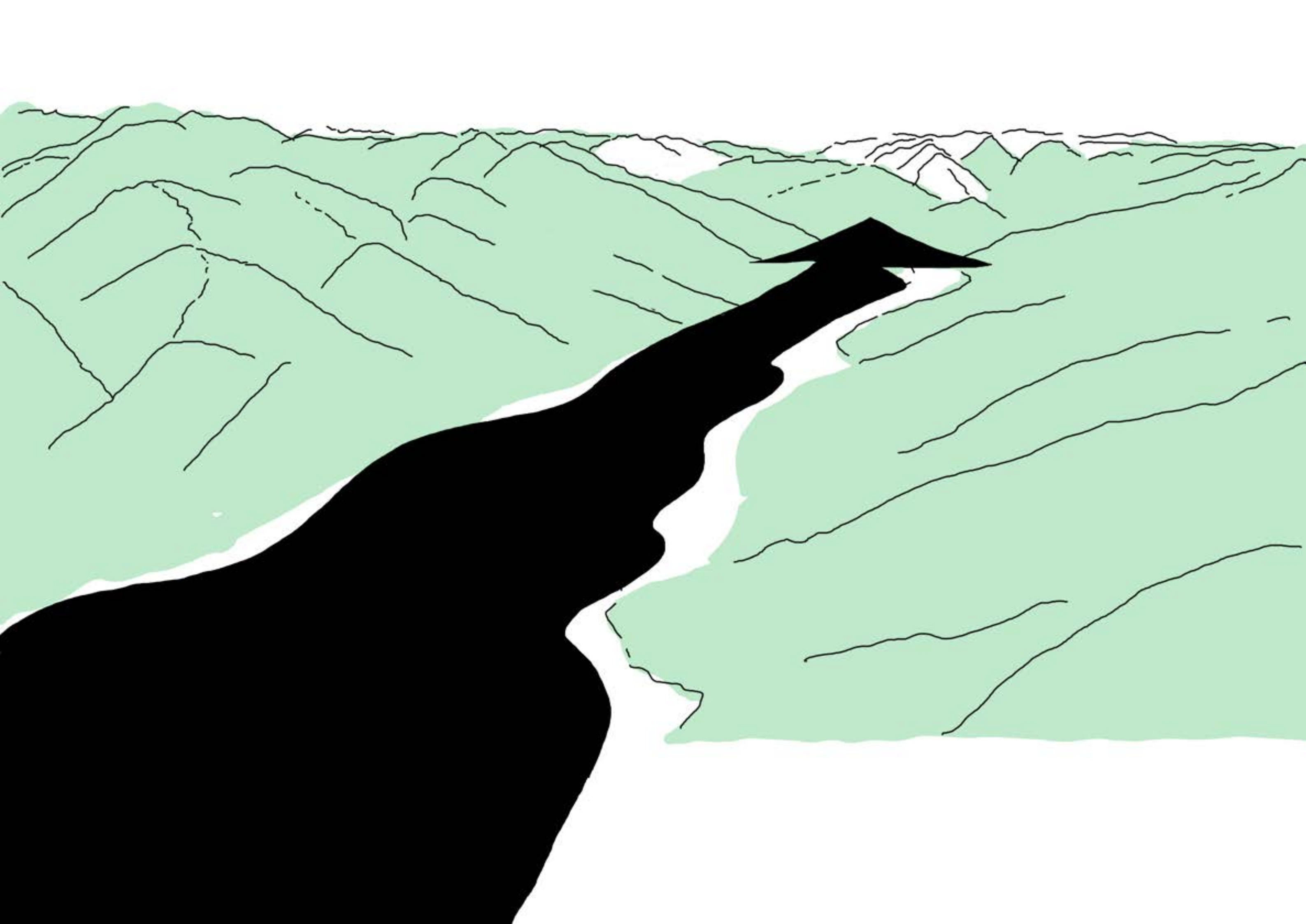
Accommodation: Home

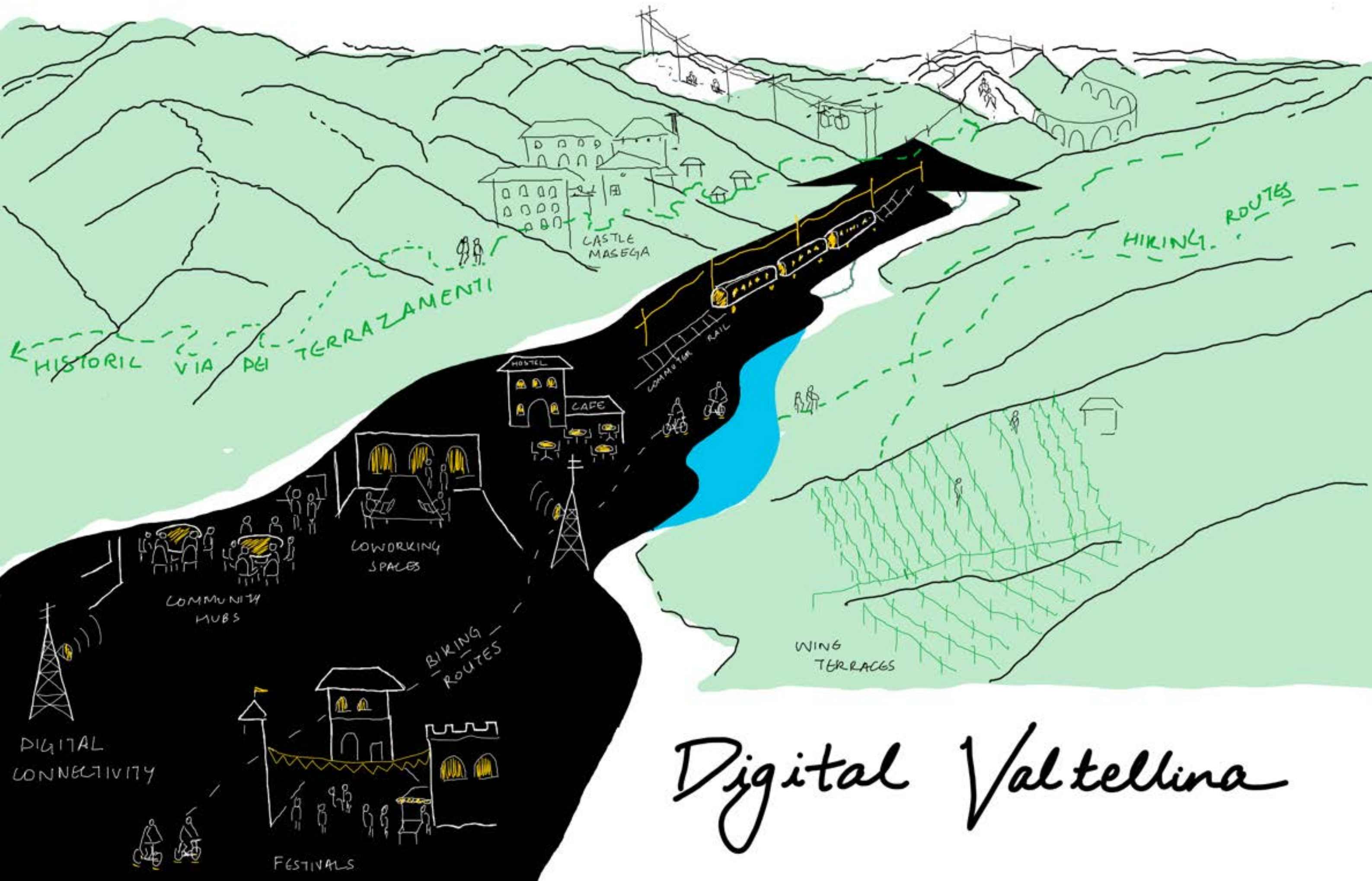
Workspace: Co-working or home

Interests: To meet people so work isn't so lonely



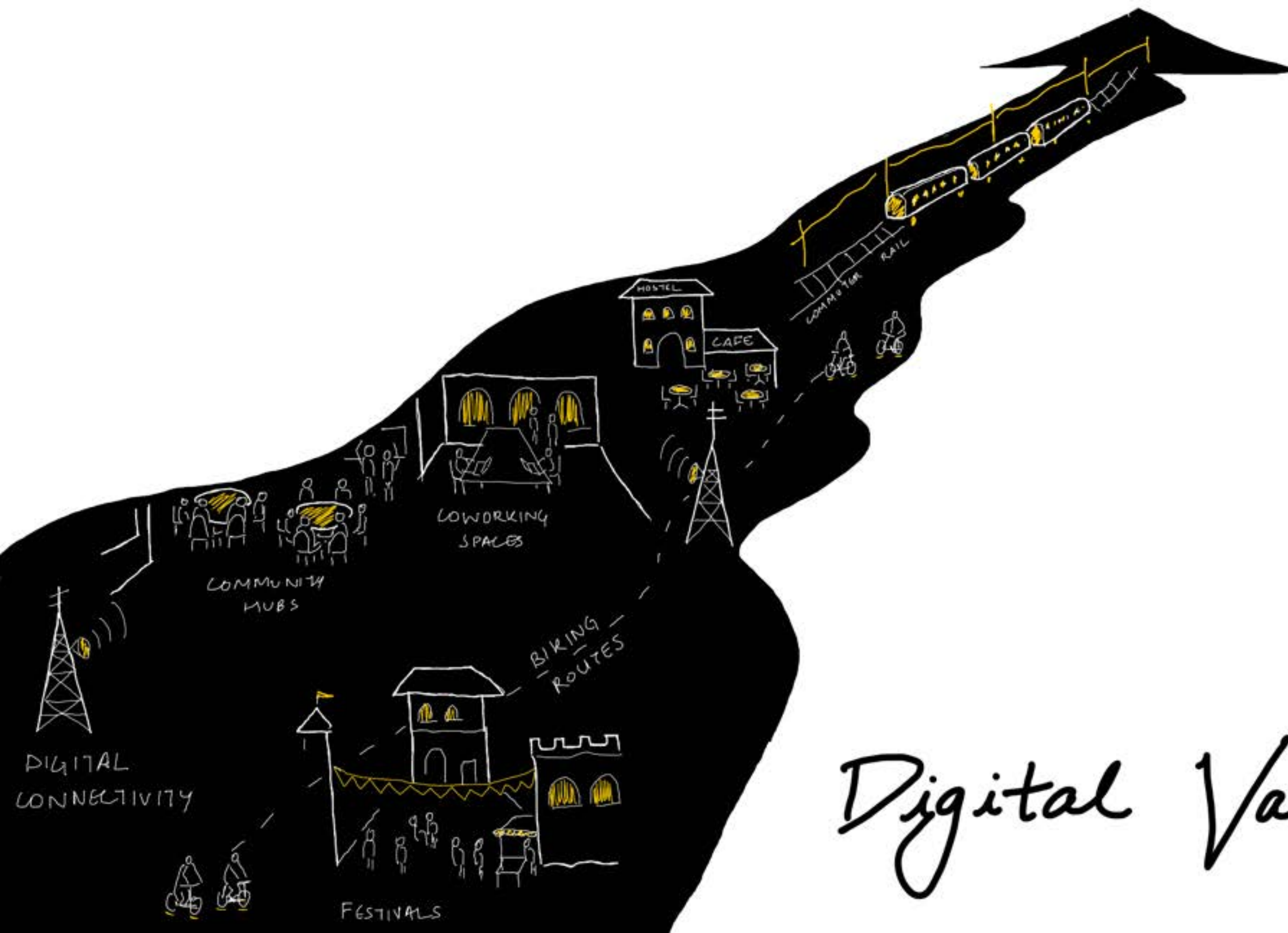
How might we revitalize Valtellina's local economies and develop tourism through **remote work**?





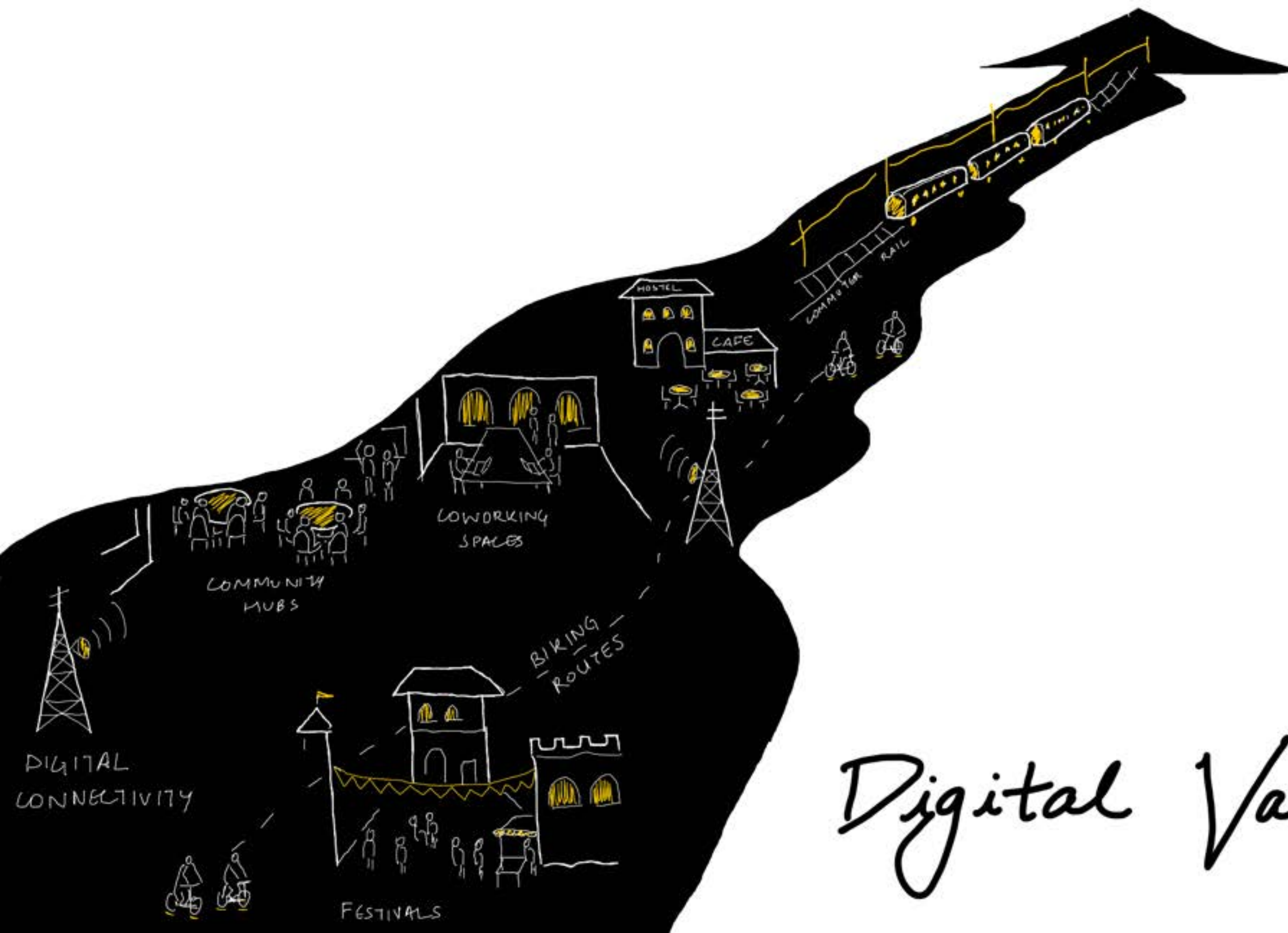
Digital Valtellina

Our vision is to revitalize Valtellina's local economies and develop tourism through **remote work**



Digital Valtellina

A regional strategy for remote work

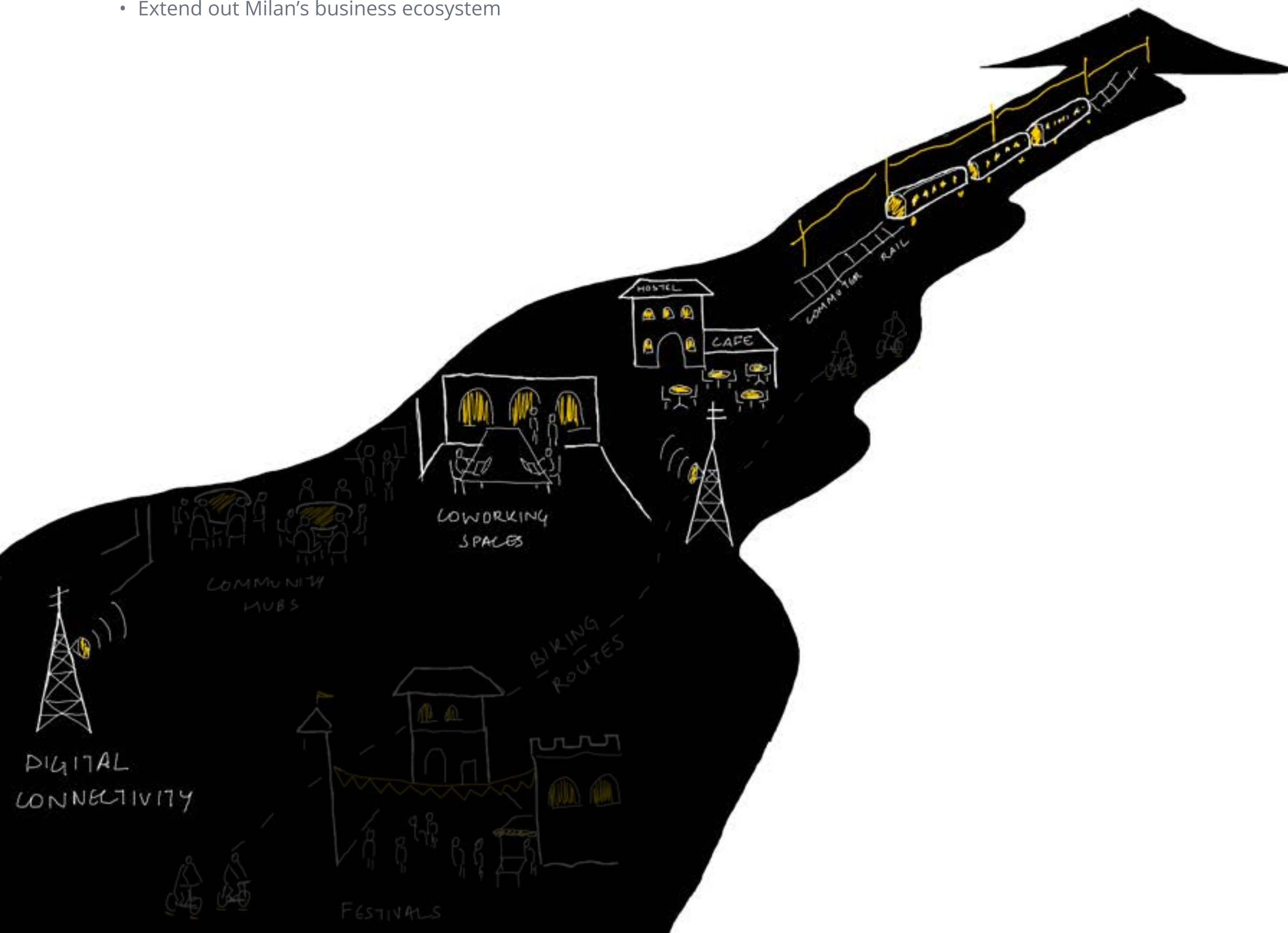


Digital Valtellina

A regional strategy for remote work

Start up a “Remote Work Valley”

- Build a strong brand and distinct regional identity as a hub for remote workers
- Set up digital and physical infrastructure to enable remote work
- Extend out Milan’s business ecosystem

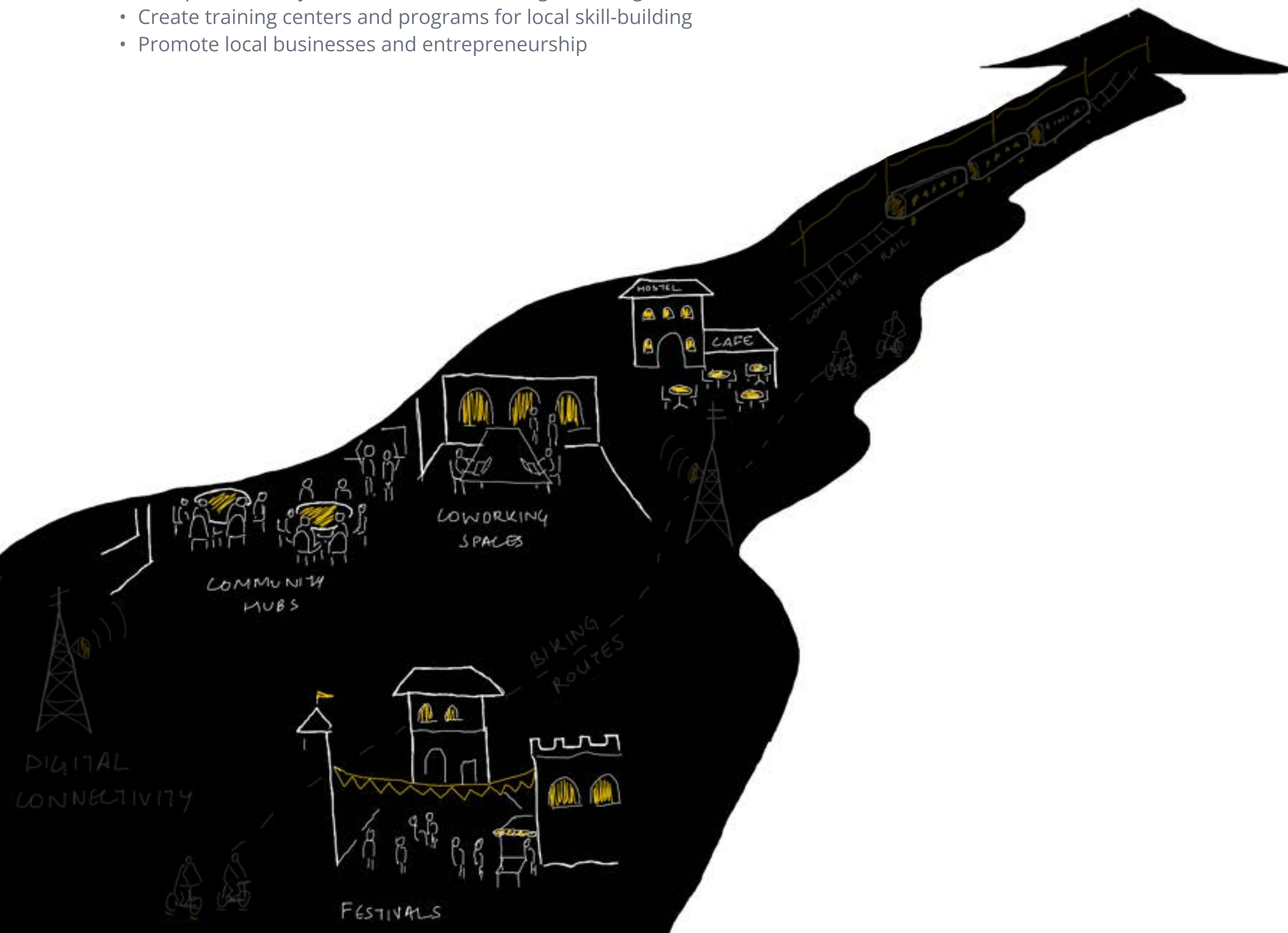


A regional strategy for remote work

Start up a “Remote Work Valley”

Build a new knowledge economy

- Set up community hubs to enable knowledge exchange
- Create training centers and programs for local skill-building
- Promote local businesses and entrepreneurship



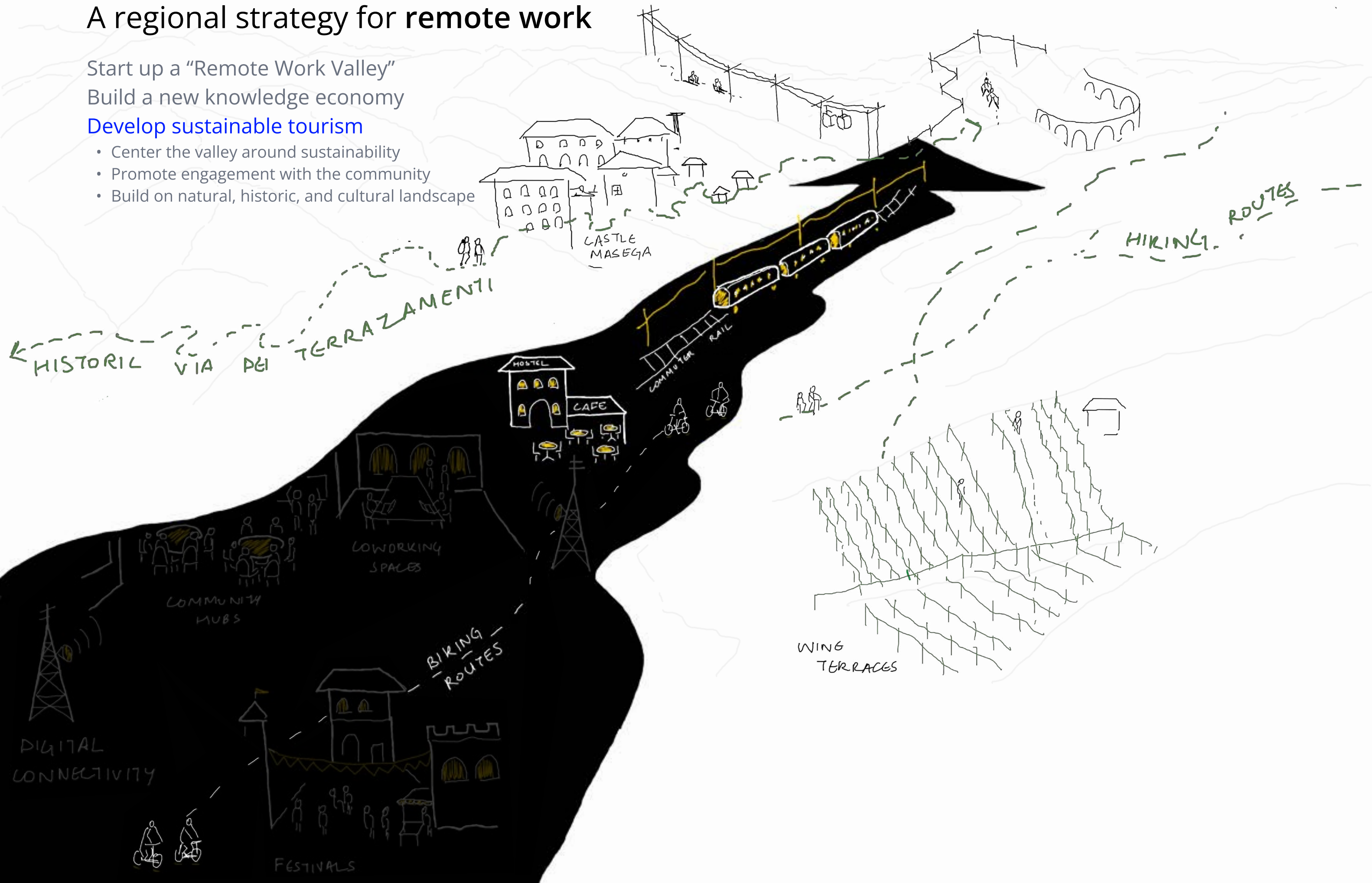
A regional strategy for remote work

Start up a "Remote Work Valley"

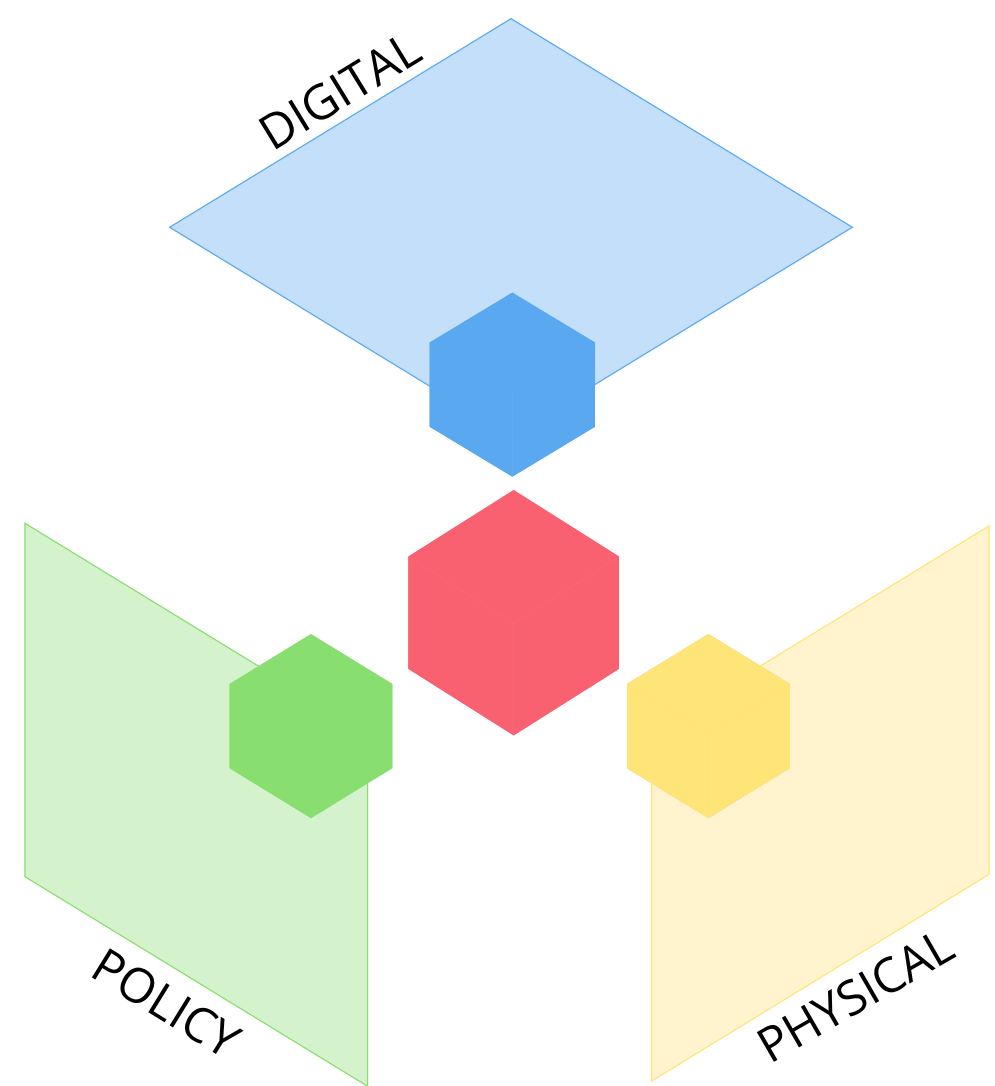
Build a new knowledge economy

Develop sustainable tourism

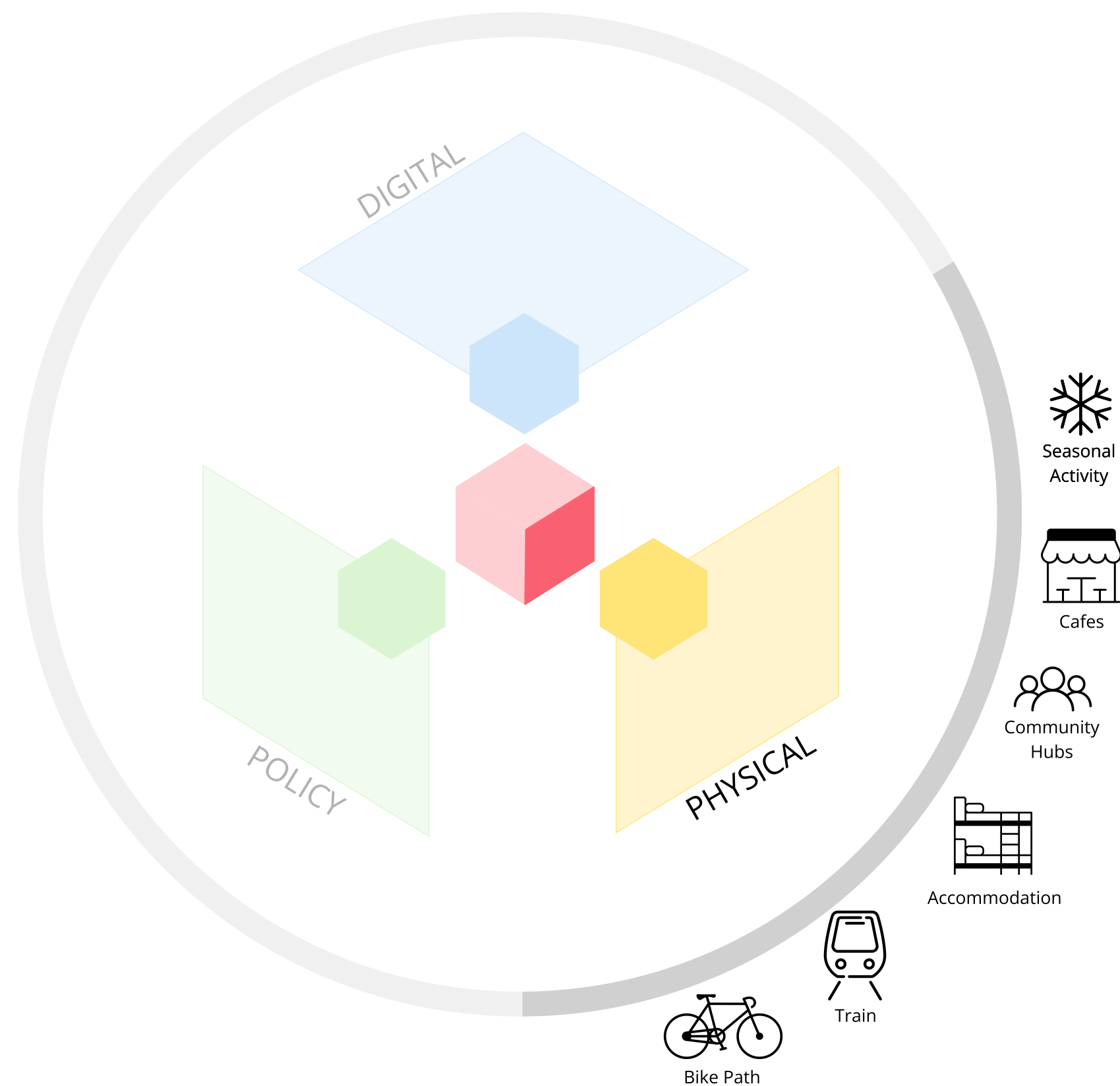
- Center the valley around sustainability
- Promote engagement with the community
- Build on natural, historic, and cultural landscape



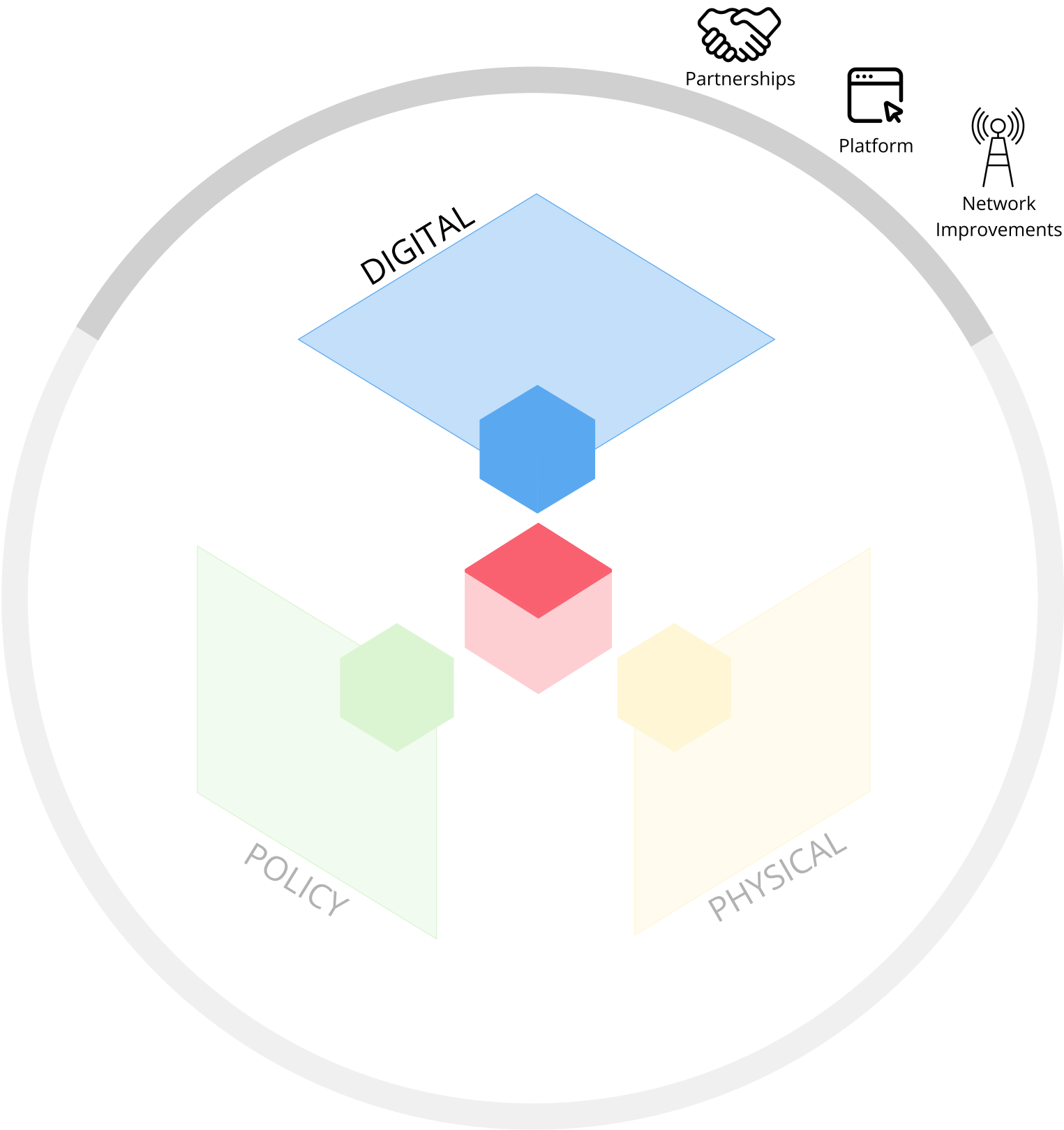
Here's what our regional strategy looks like



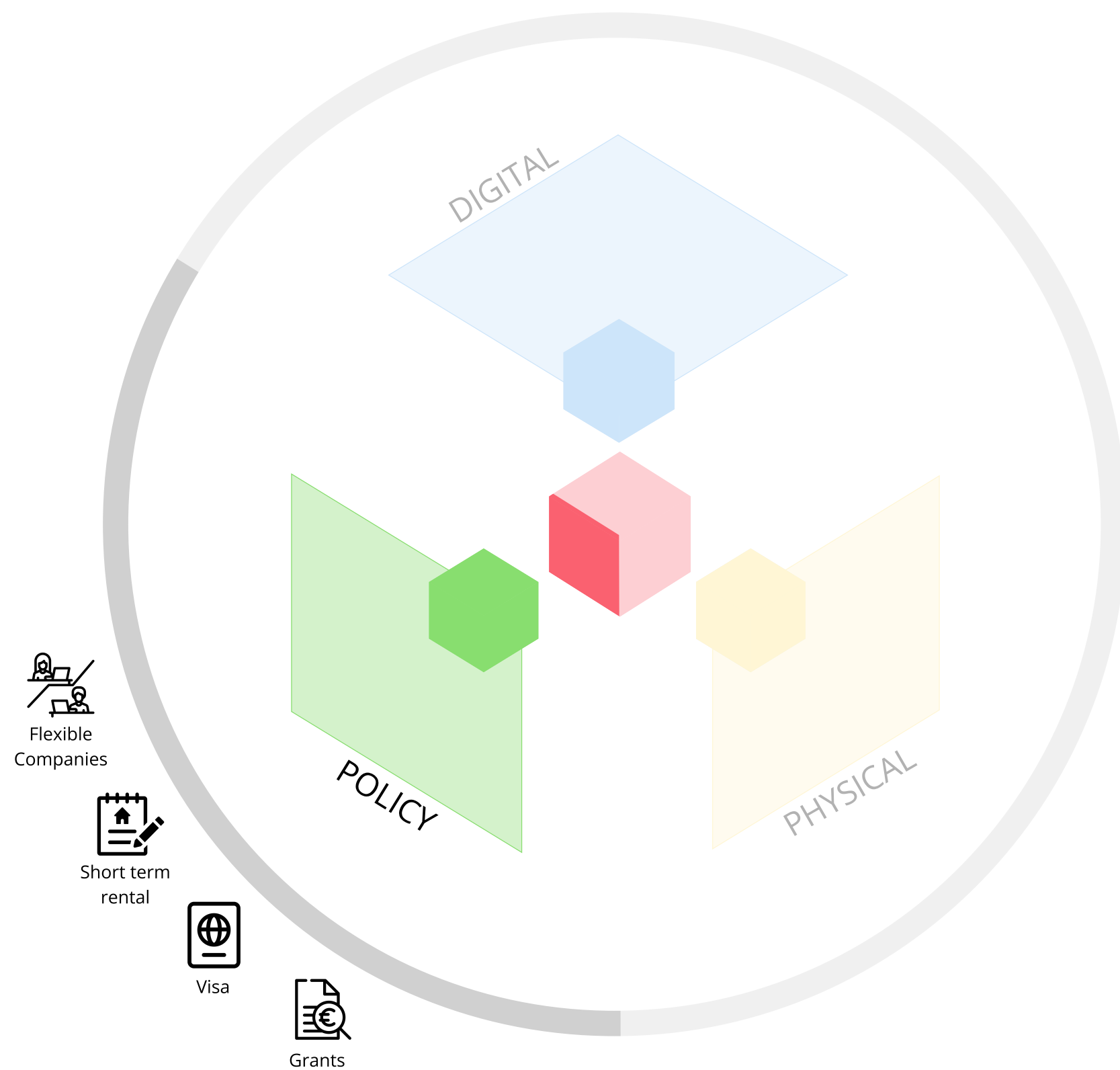
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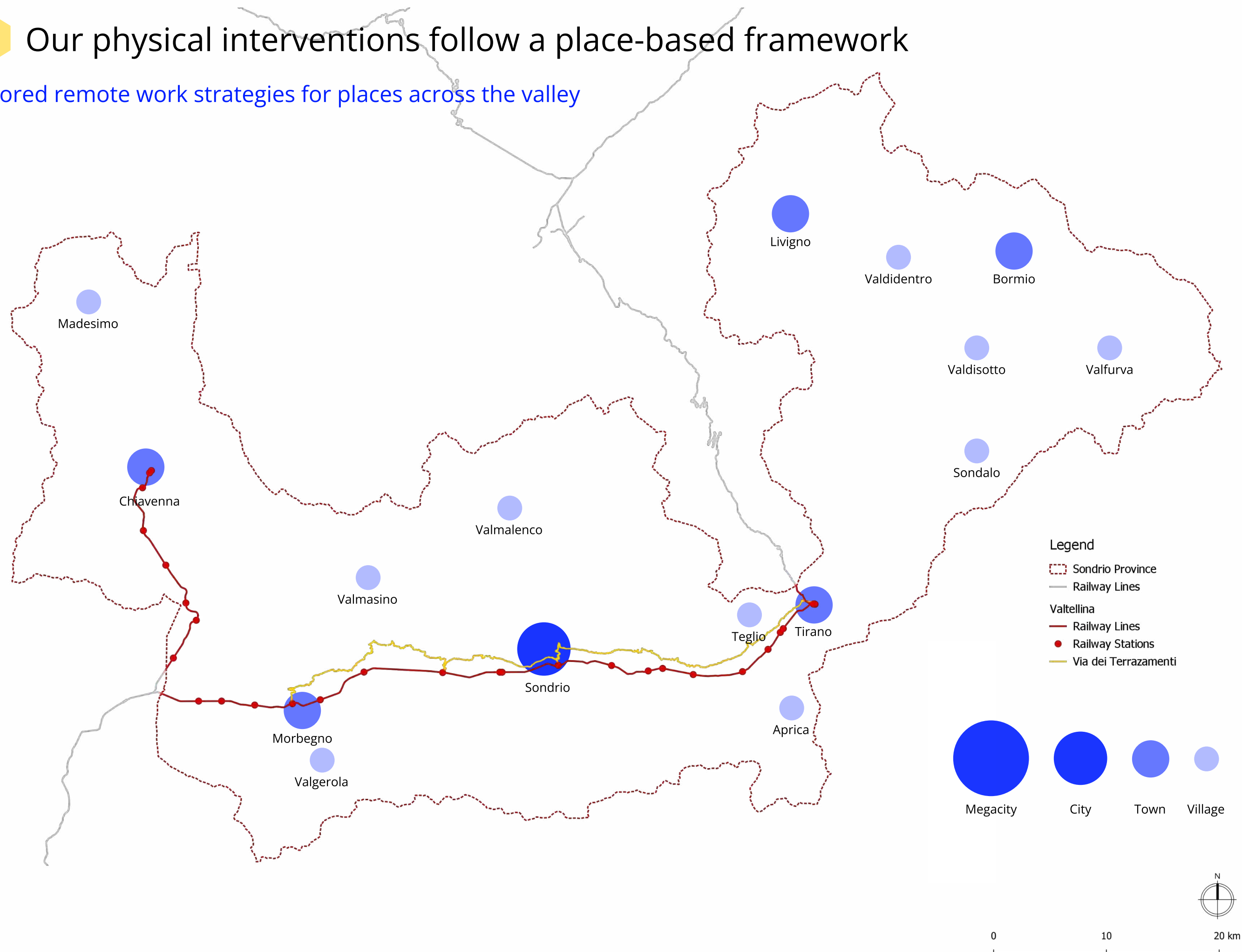
Here's what our regional strategy looks like





Our physical interventions follow a place-based framework

Tailored remote work strategies for places across the valley

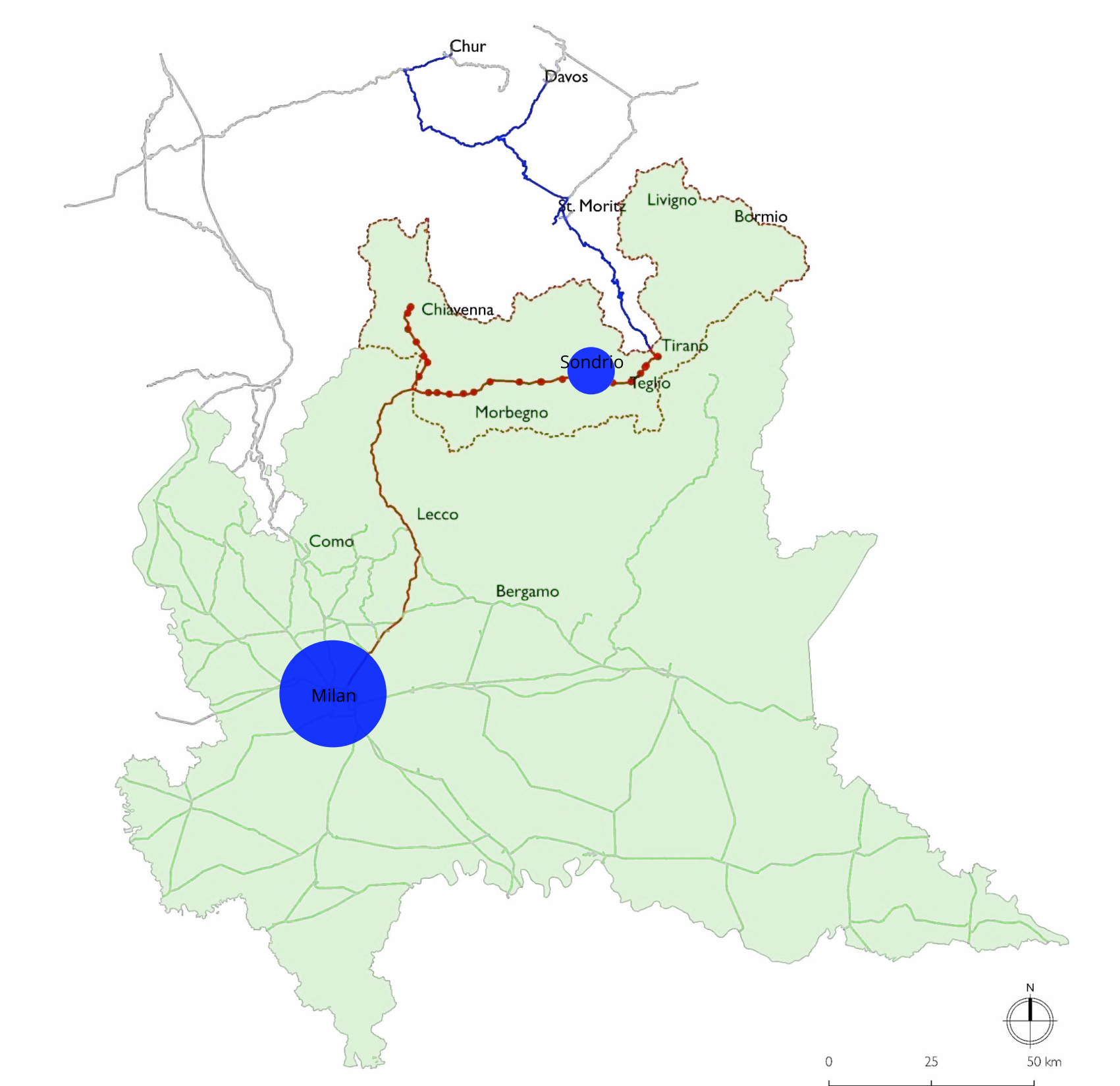


Megacity | Milan

Milan is the entry point to Italy and a key driver of the national economy

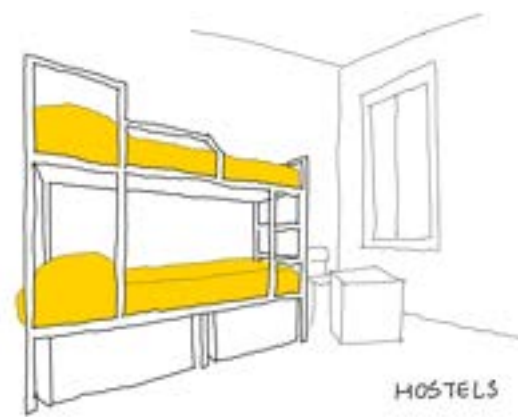
Example interventions:

- Partnerships with co-working spaces in Milan
- Advertise train experience to Tirano and connection to Bernina Express
- Advertise weekend trips and getaways to Valtellina

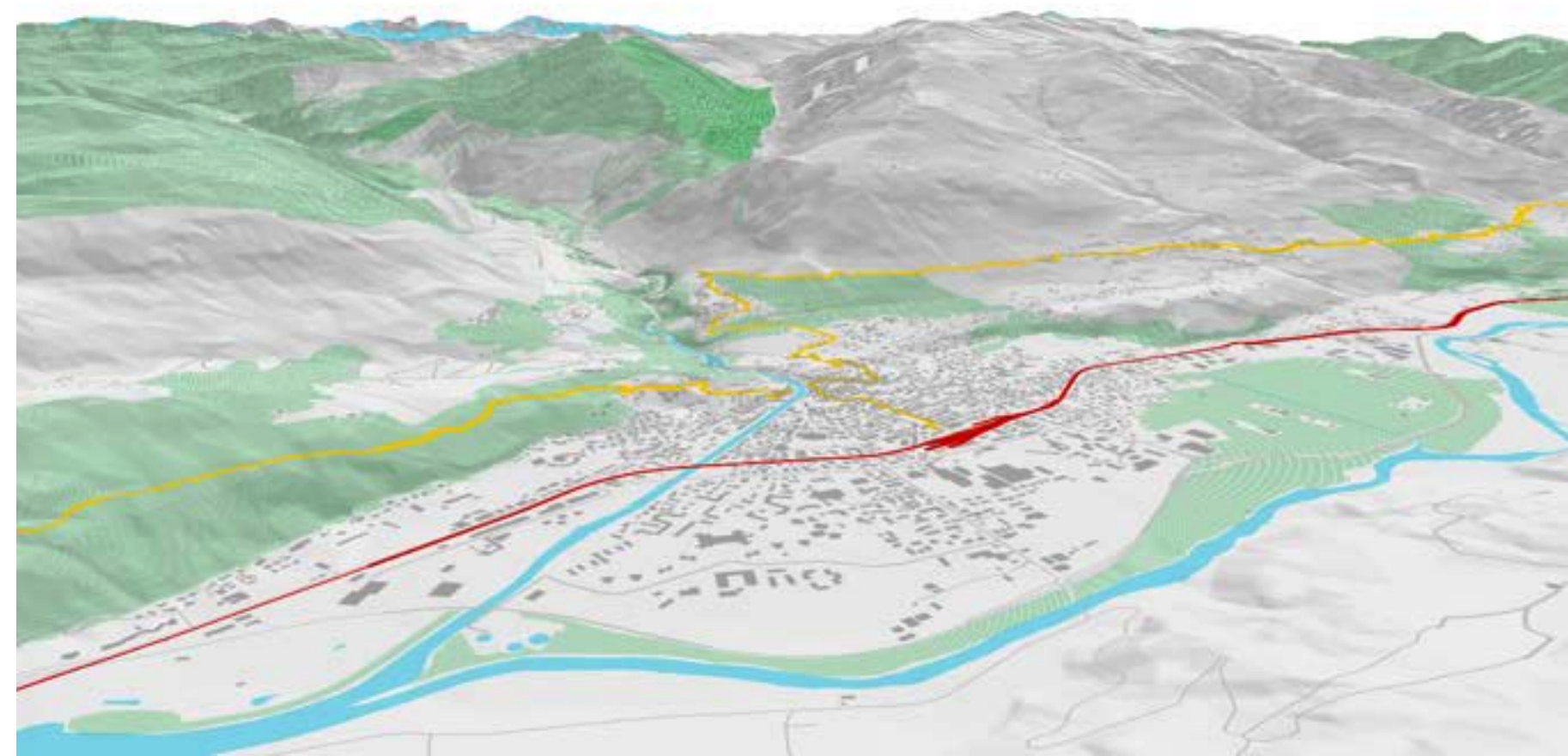


City | Sondrio

Sondrio is the gateway to the Remote Work Valley and the provincial capital



- Legend**
- Railway Lines
 - Railway Stations
 - Via dei Terrazamenti
 - Water Areas



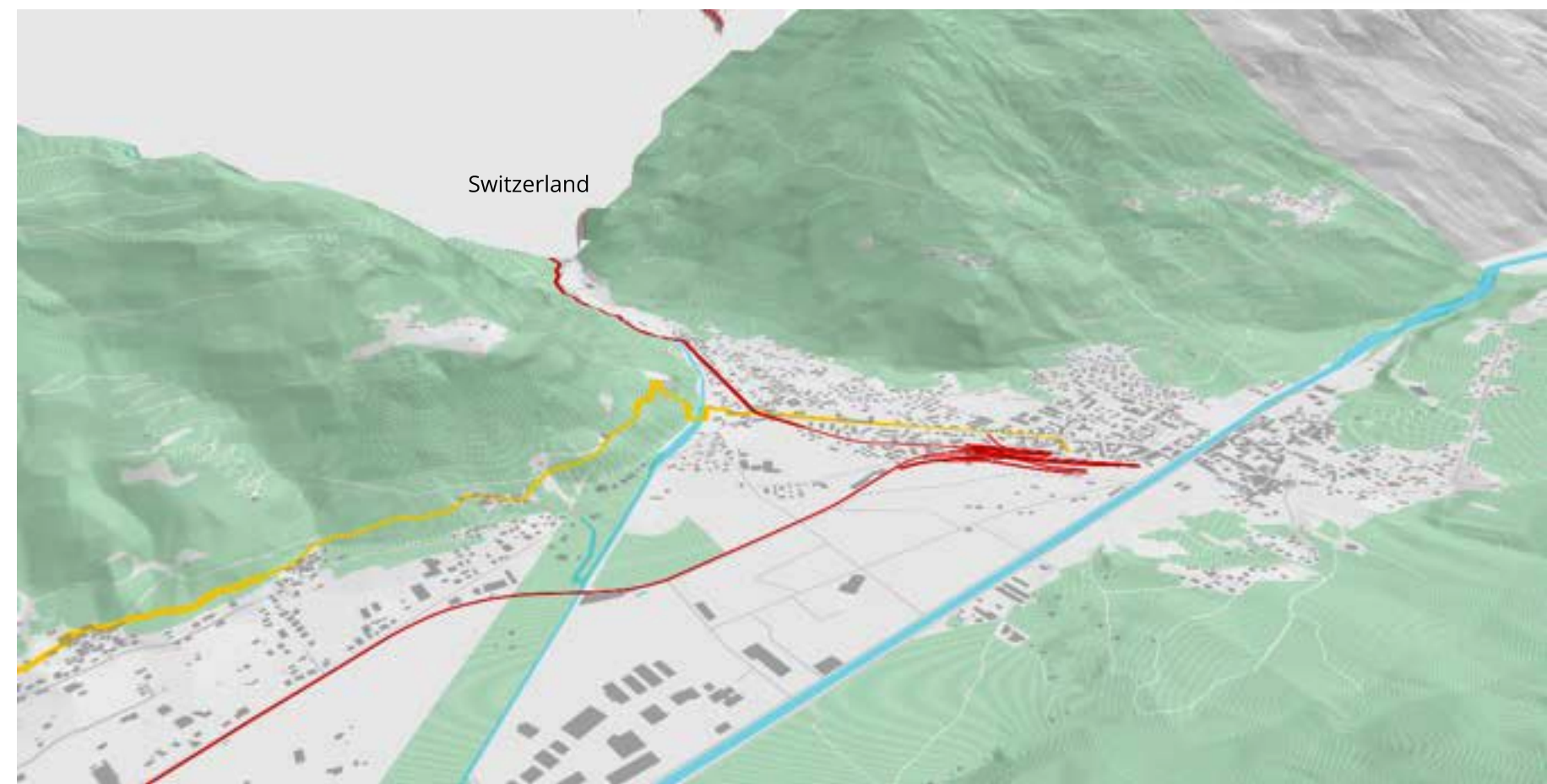
Town | Tirano

Tirano is the connection to Switzerland and a cultural town for slow, sustainable, and local ways of living



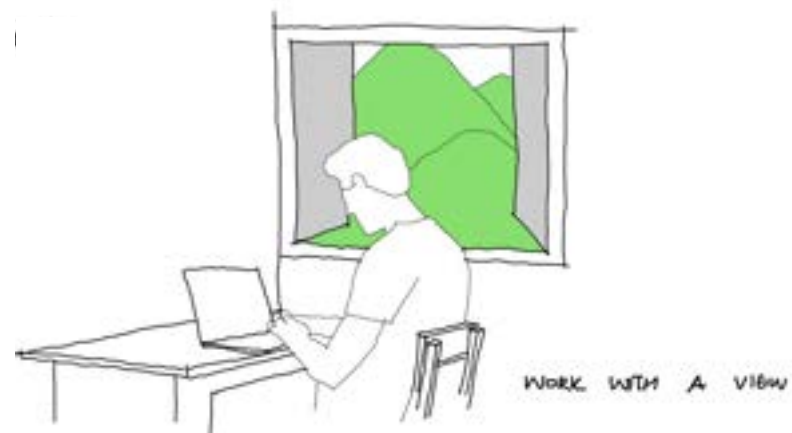
Legend

- Railway Lines
- Railway Stations
- Via dei Terrazamenti
- Water Areas



Village | Teglio

Teglio is a rustic village with distinct natural, cultural, and food offerings

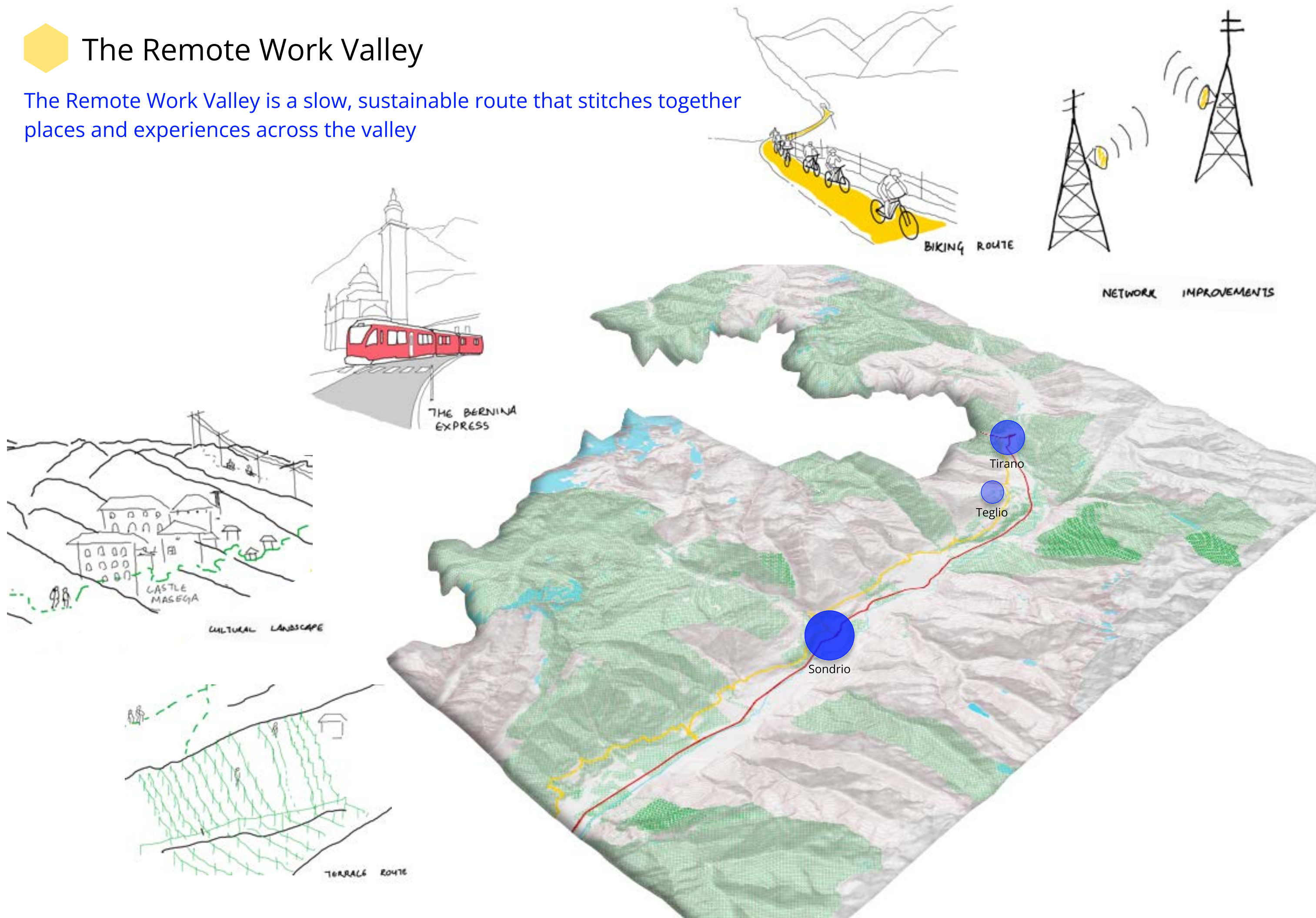


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The Remote Work Valley

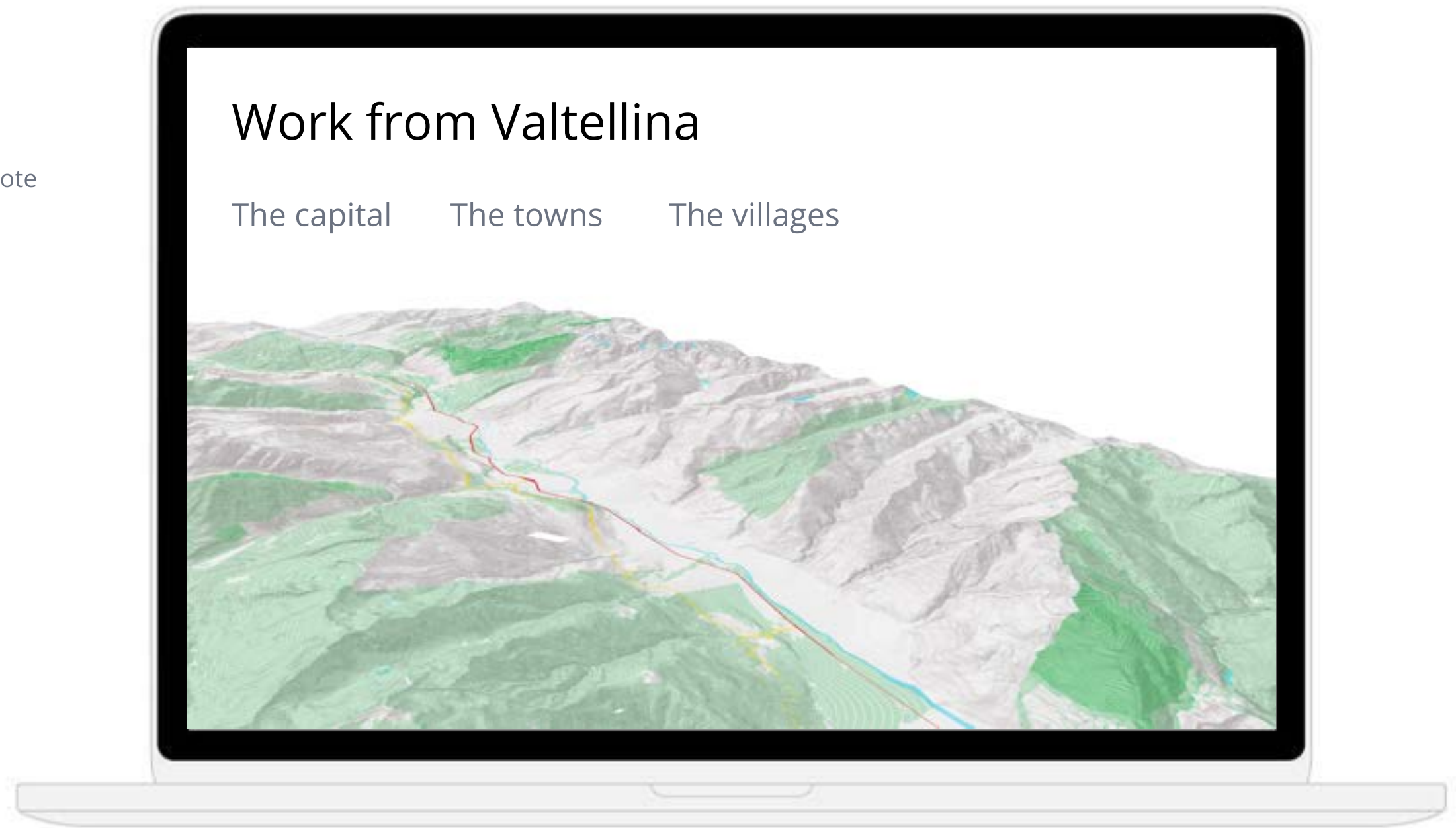
The Remote Work Valley is a slow, sustainable route that stitches together places and experiences across the valley



Our digital platform helps remote workers experience the place before they visit

The platform gives an overview of the valley

- City-Town-Village experiences
- Video snippets and VR
- Key information and links
 - Accommodation
 - Workplace options
 - Internet speed
 - Cost of living
 - Things to do
 - Community volunteering
 - Festivals and meet-ups
- Experience shares from other remote workers

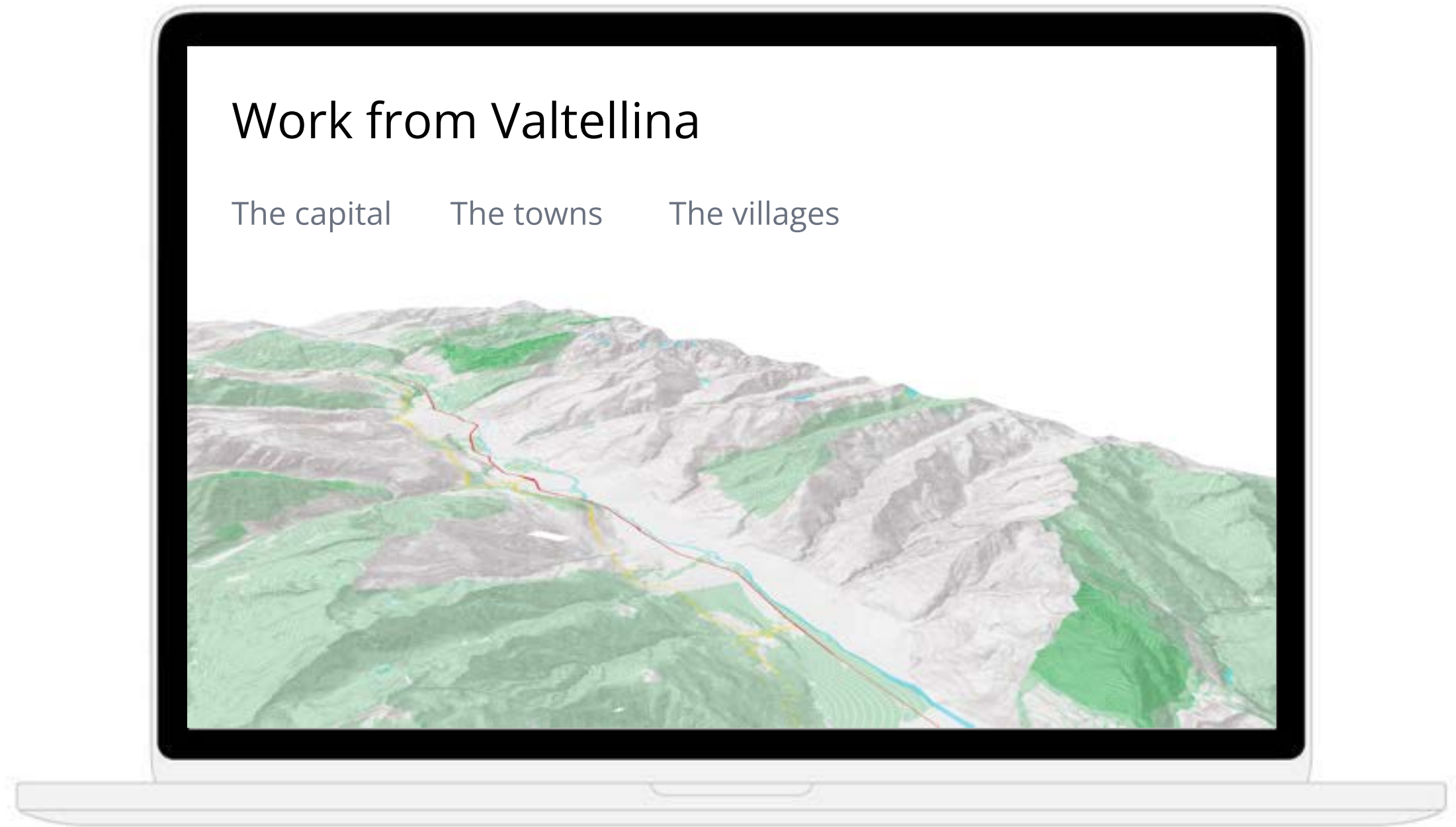


Our digital platform helps remote workers experience the place before they visit

The platform gives an overview of the valley

It goes hand-in-hand with a digital marketing strategy

- Partnerships with global travel companies (e.g. Airbnb, Expedia) to showcase the region
- Social media strategy (e.g. Youtube, Instagram)
- Link out from co-working spaces, hotels, and tourist companies in Milan





Our policy recommendations are targeted to attract remote workers

NATIONAL



Visa

Establish remote workers' visa to attract global remote workers



Our policy recommendations are targeted to attract remote workers

NATIONAL



Visa

Establish remote workers' visa to attract global remote workers

REGIONAL



Tax benefits for remote workers who move to the valley



Establish partnerships with remote work-friendly companies to bring employees to Valtellina



Set up grants to build community hubs, co-working spaces and cafes with better digital connectivity (over 20 Mbps)



Our policy recommendations are targeted to attract remote workers

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REGIONAL



Tax benefits for remote workers who move to the valley



Establish partnerships with remote work-friendly companies to bring employees to Valtellina



Set up grants to build community hubs, co-working spaces and cafes with better digital connectivity (over 20 Mbps)

CITY



Set up grants to support local entrepreneurs, small businesses, and skill-building programs



Revisit short-term rental regulations

Our strategy involves a number of stakeholders



Our strategy involves a number of stakeholders

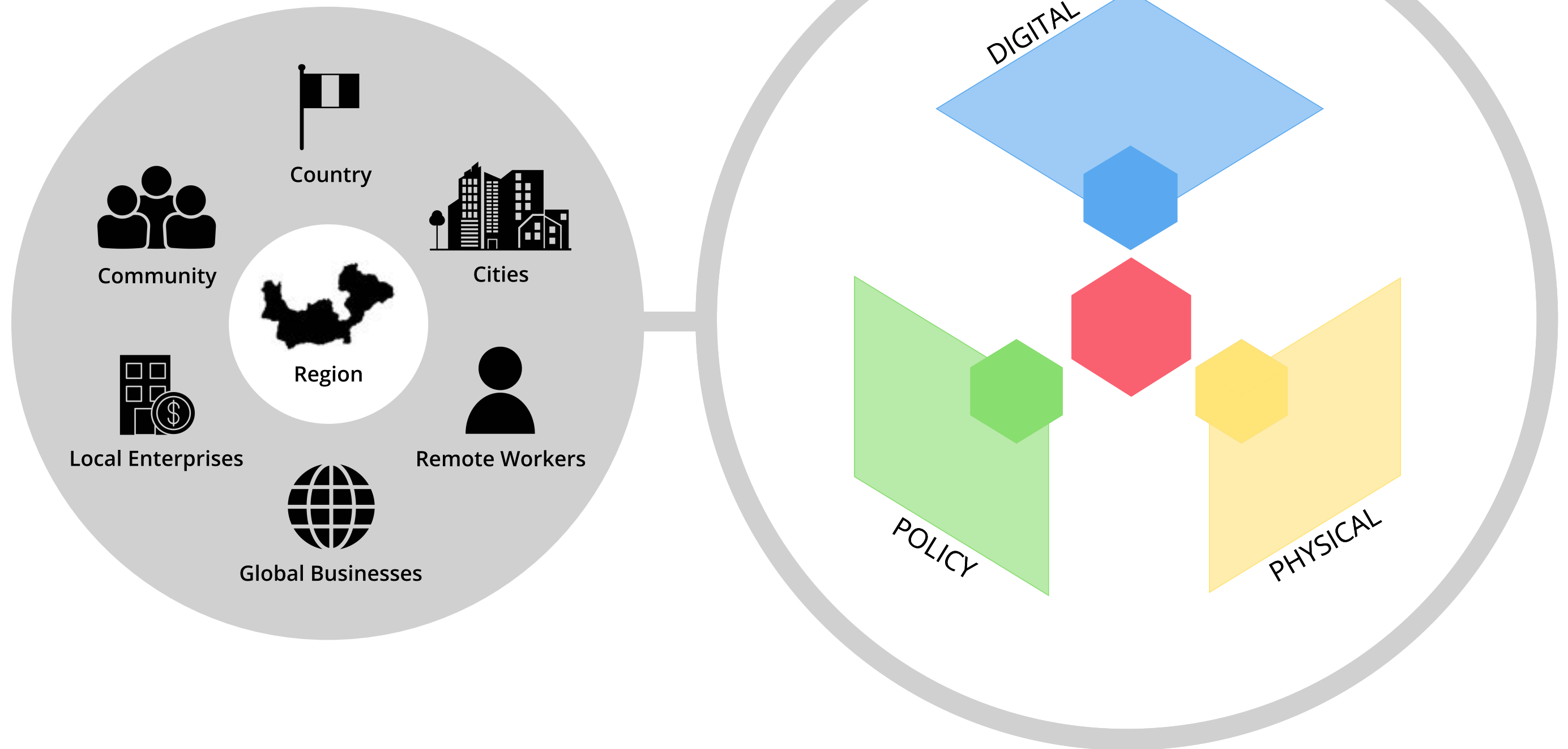
The regional government gets buy-in from stakeholders on the vision



Our strategy involves a number of stakeholders

The regional government gets buy-in from stakeholders on the vision

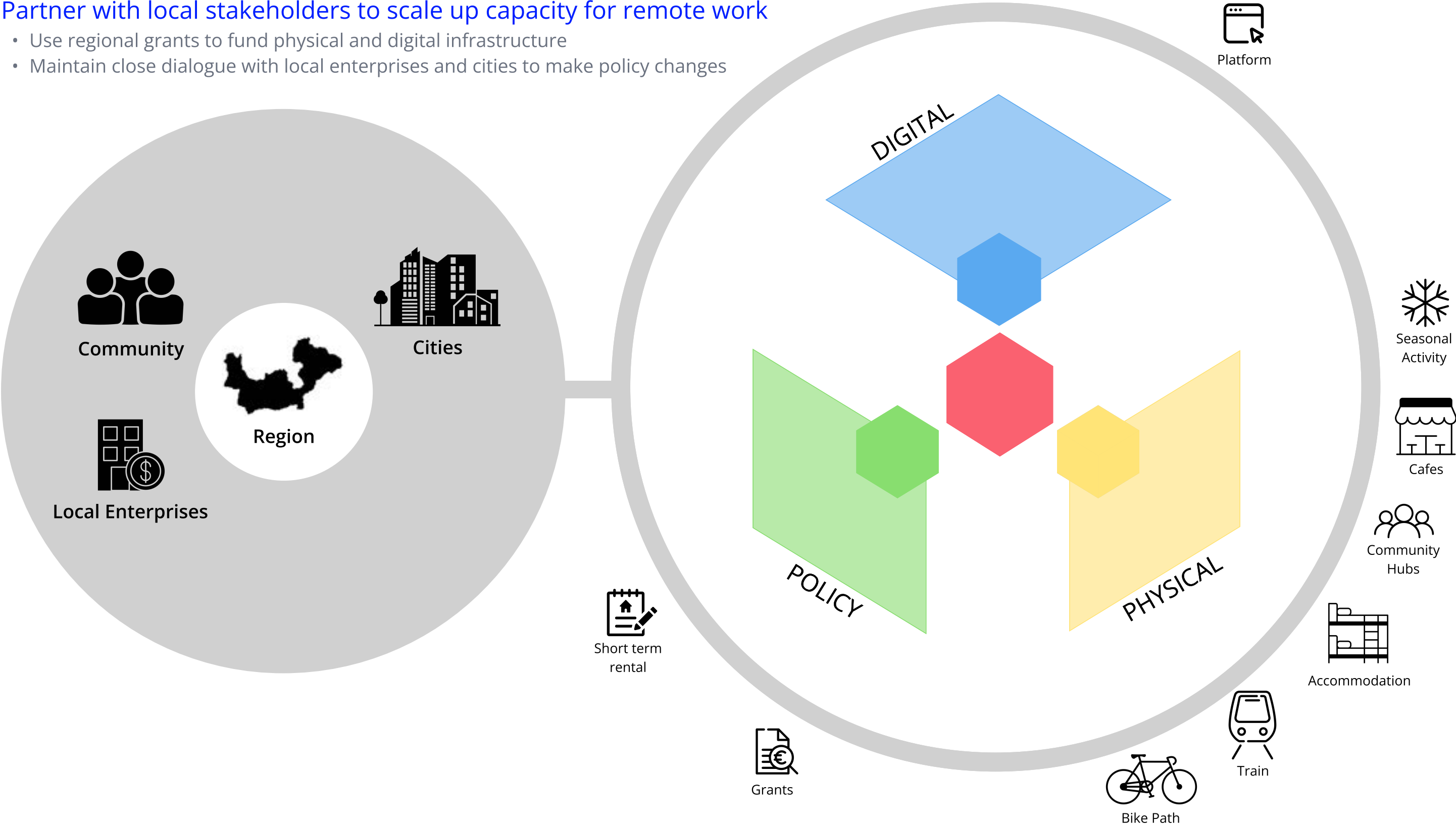
It drives the strategy forward and implements on it



How the strategy will be implemented

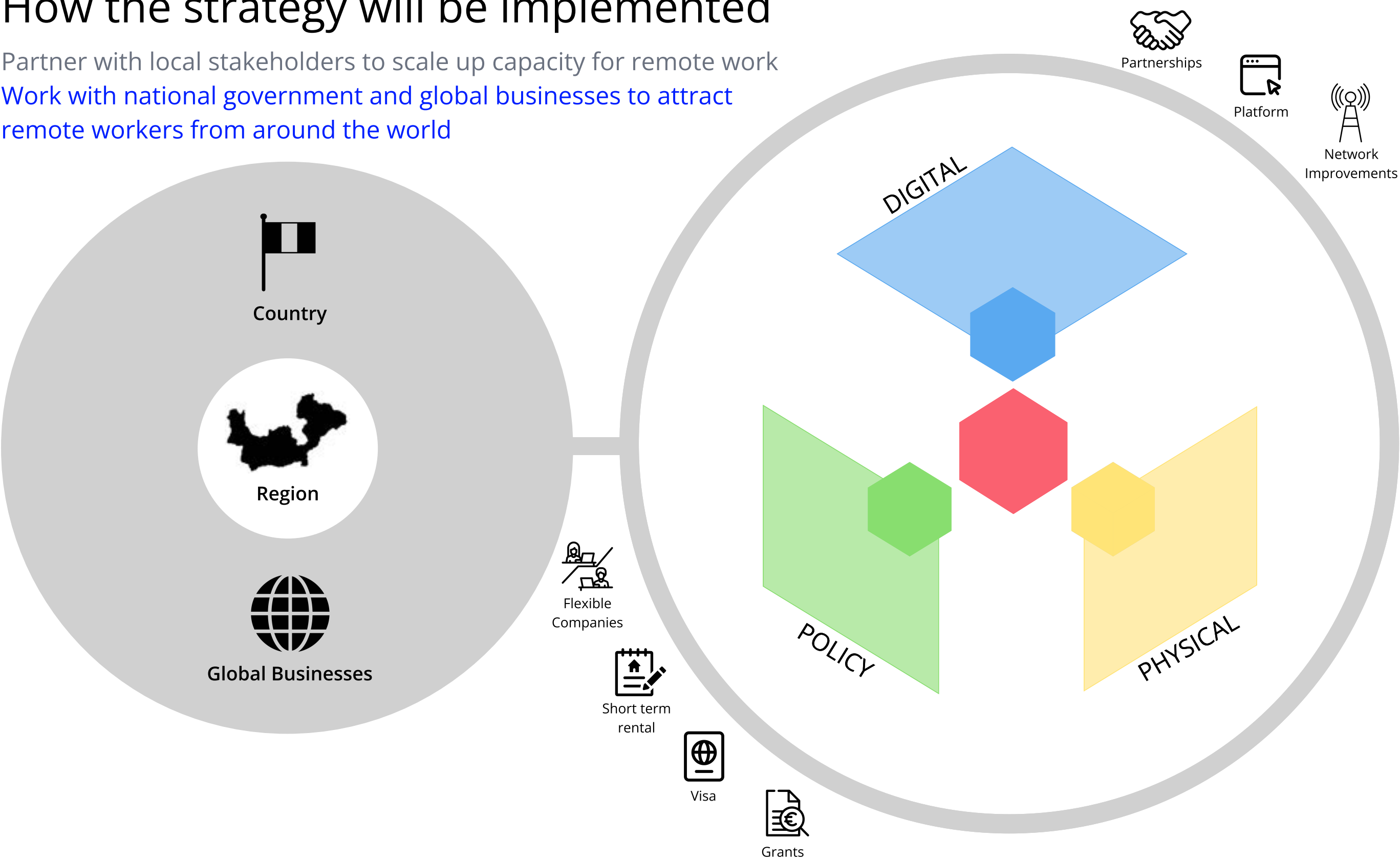
Partner with local stakeholders to scale up capacity for remote work

- Use regional grants to fund physical and digital infrastructure
- Maintain close dialogue with local enterprises and cities to make policy changes

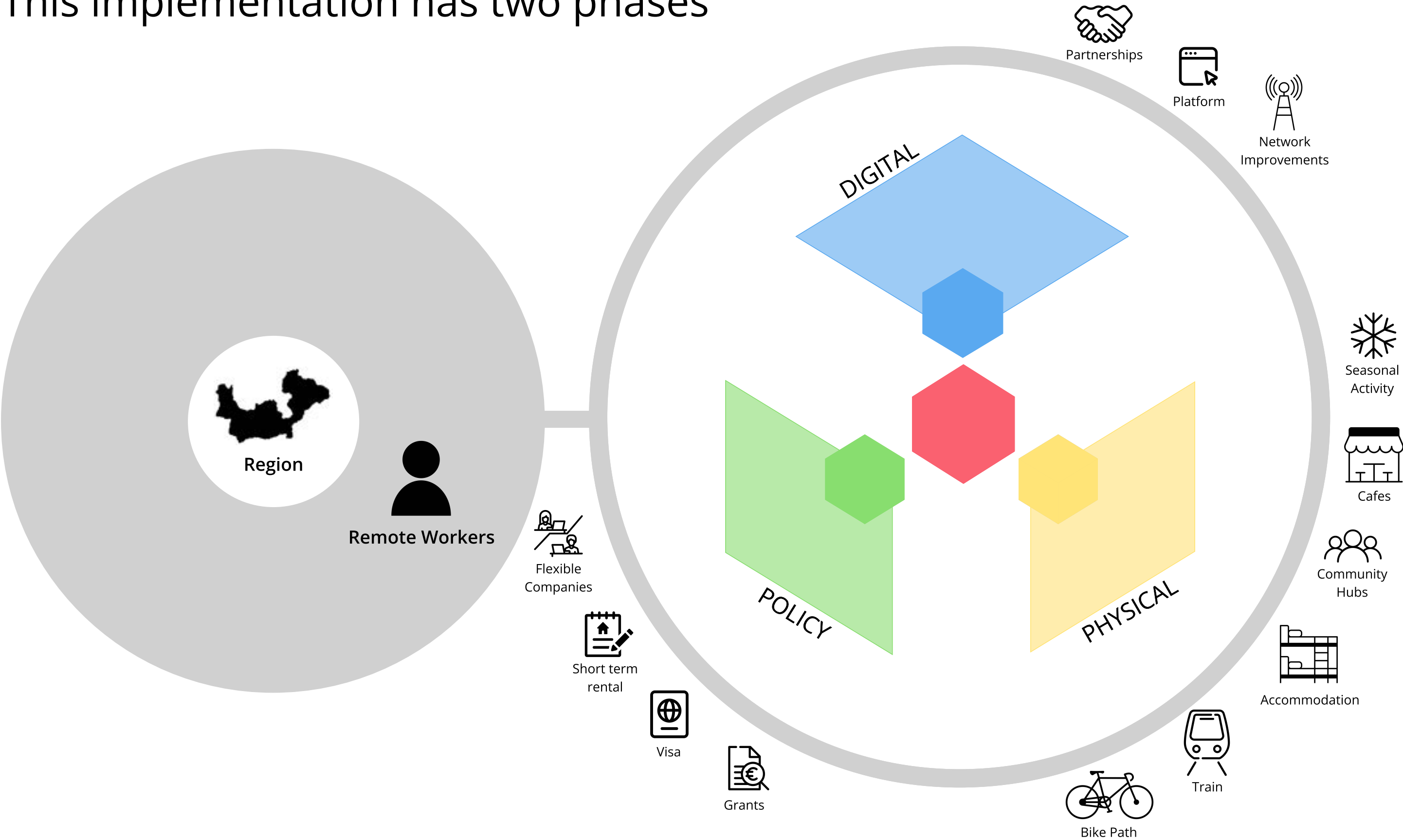


How the strategy will be implemented

Partner with local stakeholders to scale up capacity for remote work
Work with national government and global businesses to attract remote workers from around the world

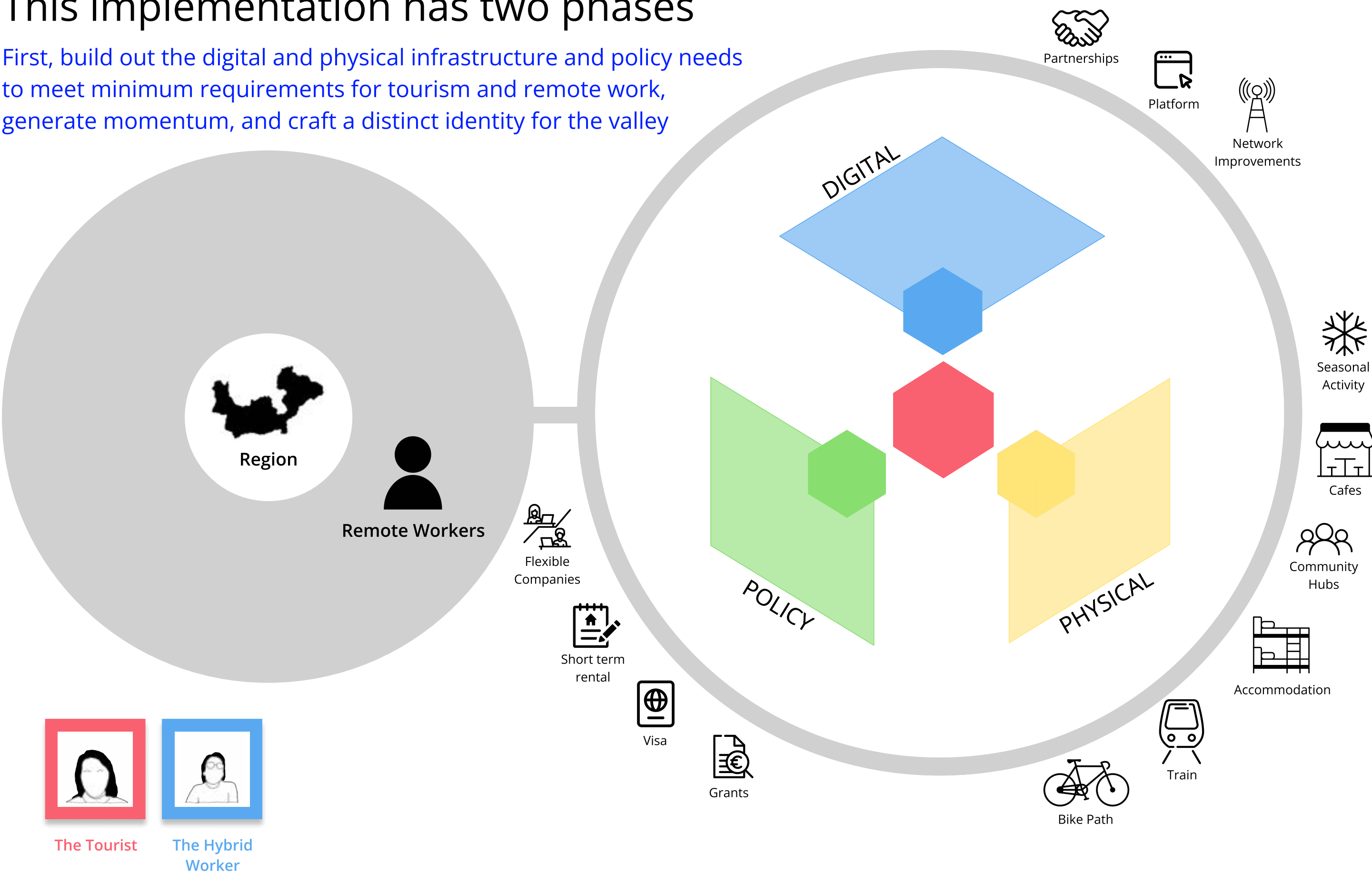


This implementation has two phases



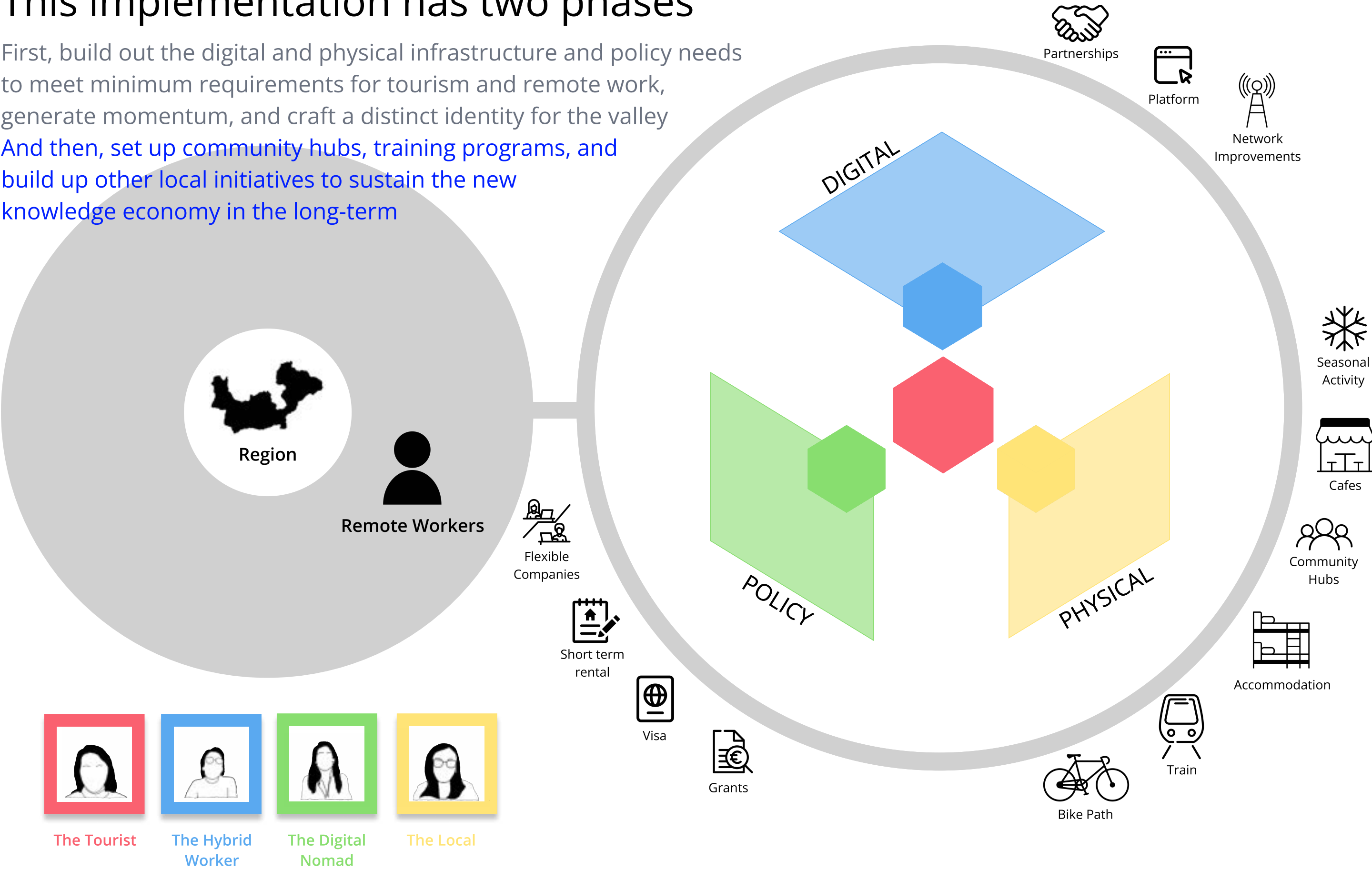
This implementation has two phases

First, build out the digital and physical infrastructure and policy needs to meet minimum requirements for tourism and remote work, generate momentum, and craft a distinct identity for the valley



This implementation has two phases

First, build out the digital and physical infrastructure and policy needs to meet minimum requirements for tourism and remote work, generate momentum, and craft a distinct identity for the valley
And then, set up community hubs, training programs, and build up other local initiatives to sustain the new knowledge economy in the long-term





The Hybrid Worker

- Hybrid Worker works in Milan



The Hybrid Worker

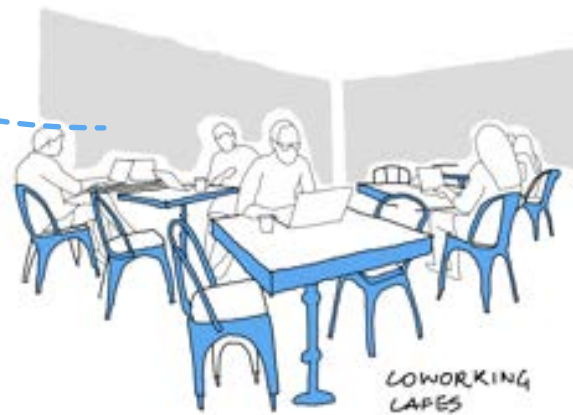
- Hybrid Worker works in Milan
- She hears about Valtellina's sustainable tourism through her co-working space and signs up for a pasta-making class





- Hybrid Worker works in Milan
- She hears about Valtellina's sustainable tourism through her co-working space and signs up for a pasta-making class
- She takes the train to Valtellina for a long weekend to take the class and works from a co-working cafe

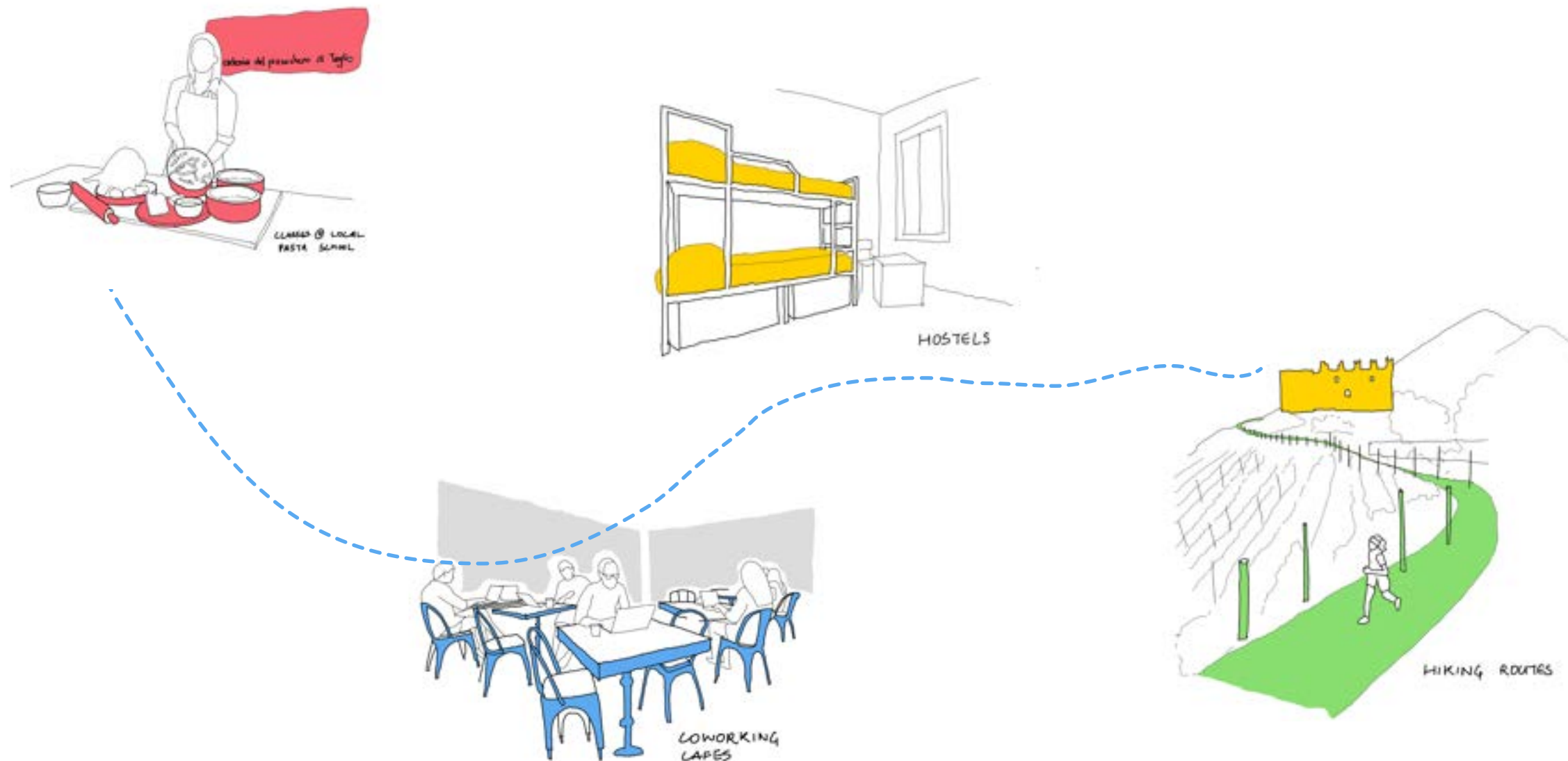
The Hybrid Worker





The Hybrid Worker

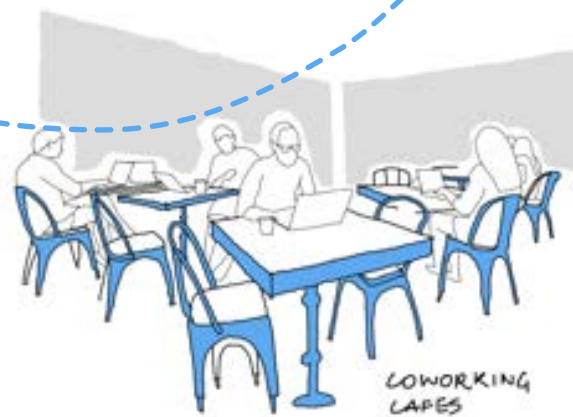
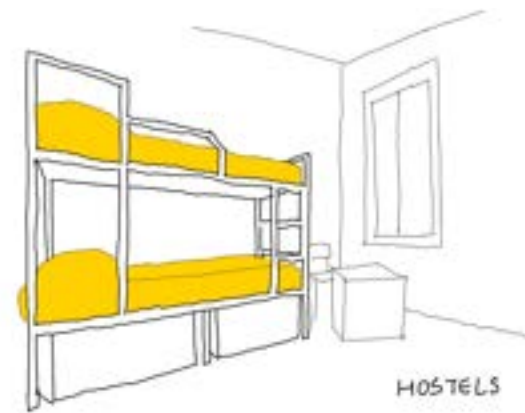
- Hybrid Worker works in Milan
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- She falls in love with the slower pace of life and comes back to discover more: hiking, biking, and wine tasting





The Hybrid Worker

- Hybrid Worker works in Milan
- She hears about Valtellina's sustainable tourism through her co-working space and signs up for a pasta-making class
- She takes the train to Valtellina for a long weekend to take the class and works from a co-working cafe
- She falls in love with the slower pace of life and comes back to discover more: hiking, biking, and wine tasting
- She sees the potential in Valtellina and decides to mentor young entrepreneurs in the valley





The Digital Nomad

- Digital Nomad is thinking about her next destination. She's been learning a bit of Italian online and wants to get immersed in the language



The Digital Nomad

- Digital Nomad is thinking about her next destination. She's been learning a bit of Italian online and wants to get immersed in the language
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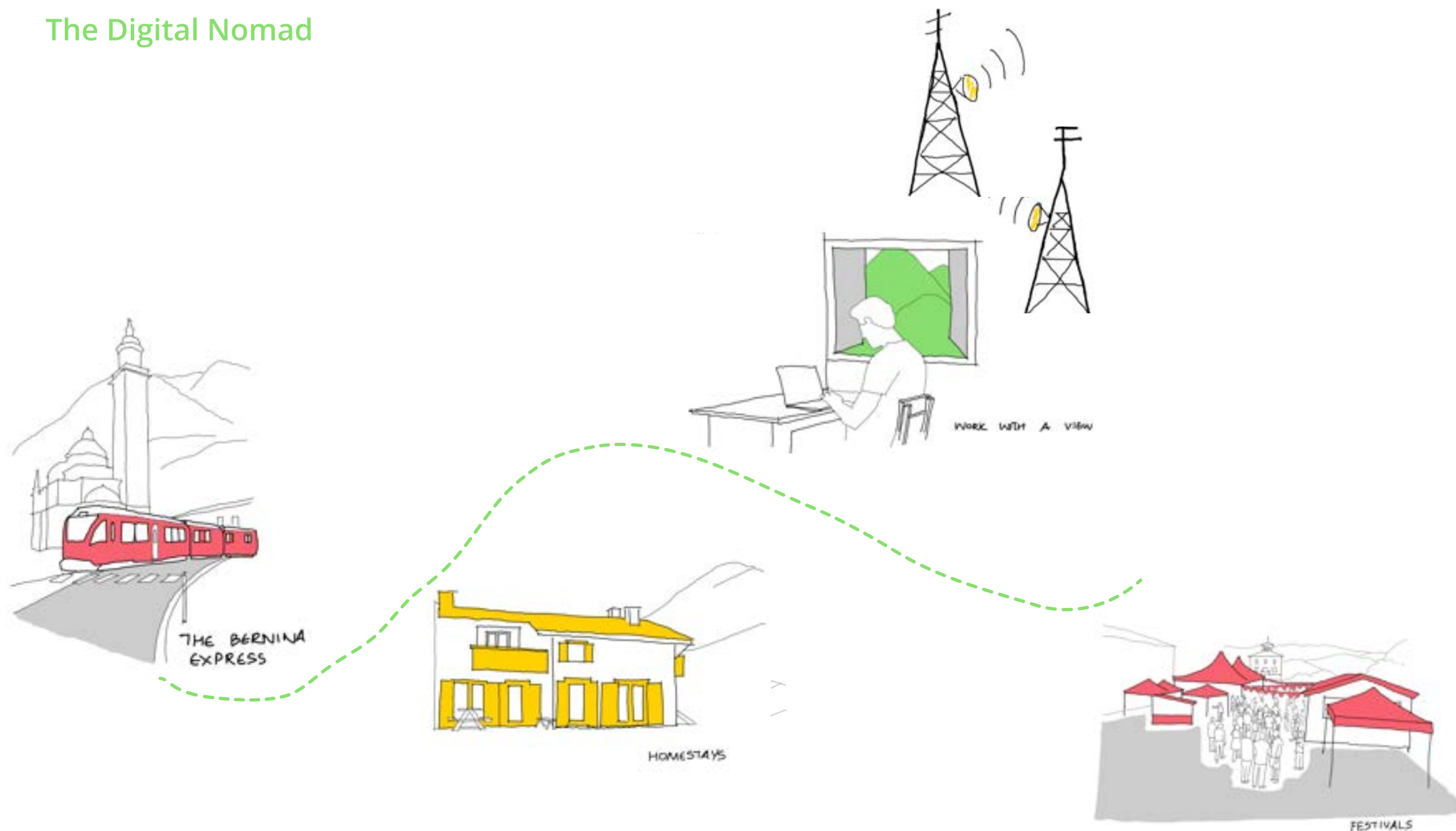
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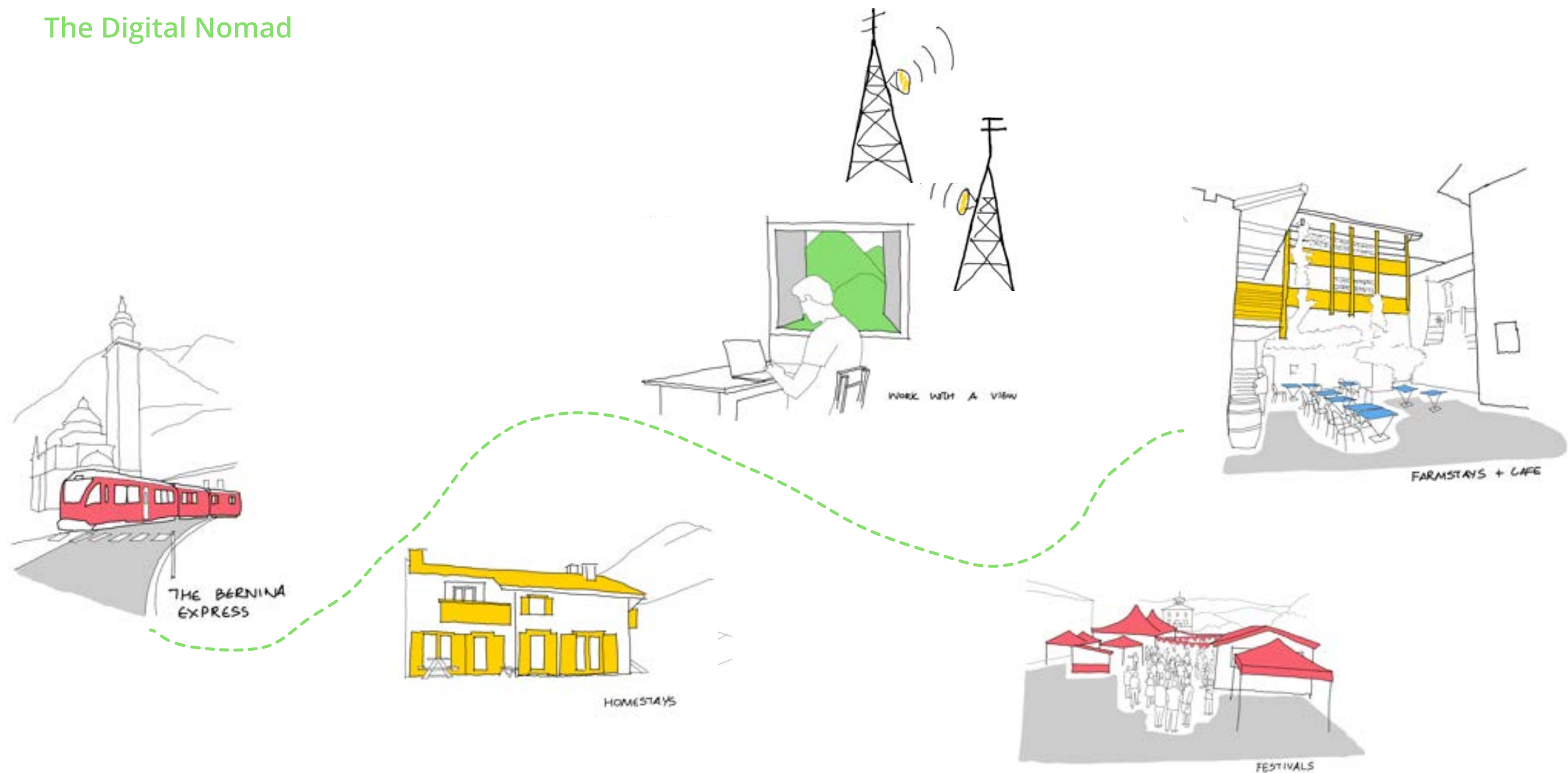
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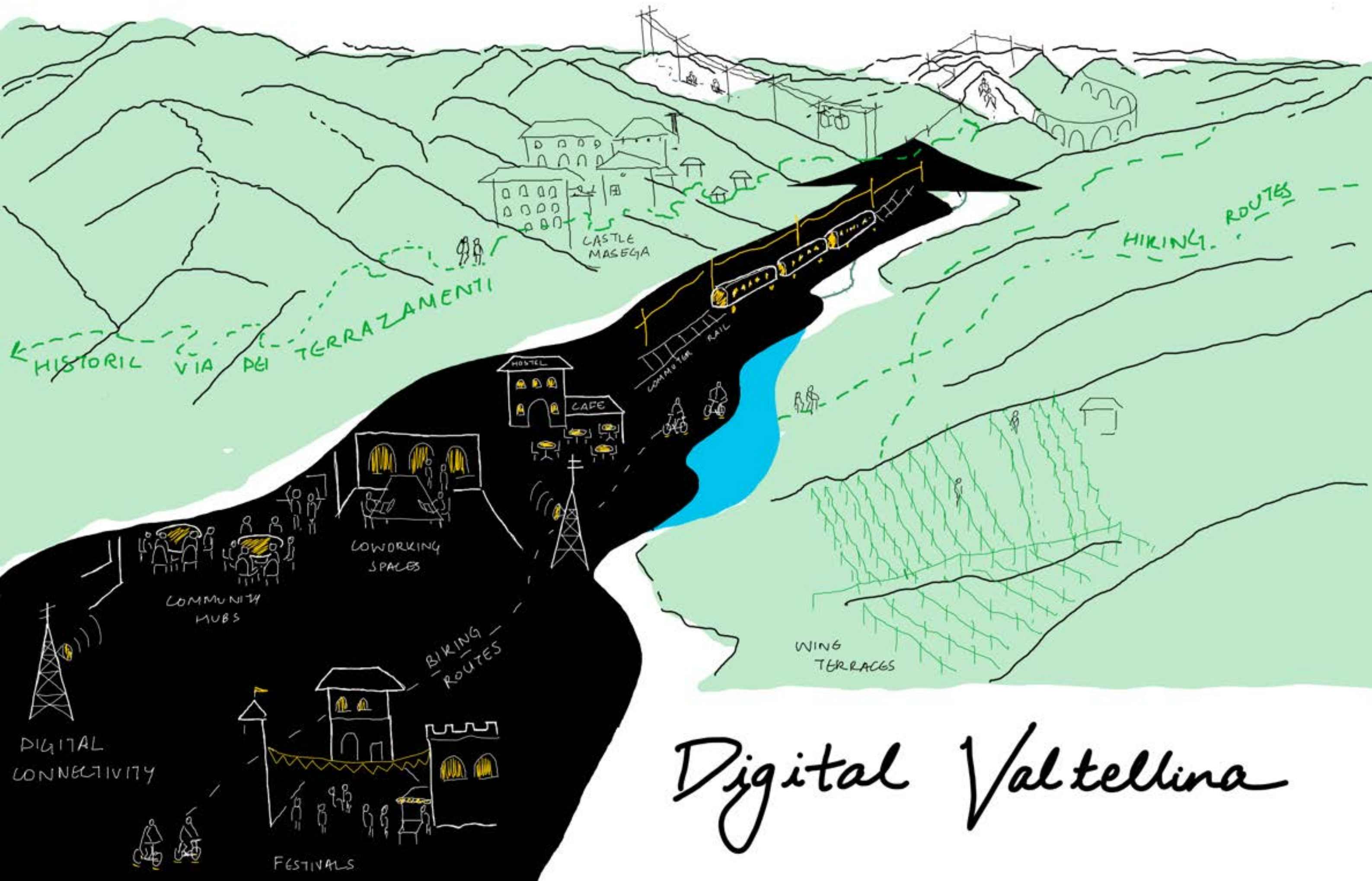




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- Sondrio checks all the boxes and she decides that Valtellina is her next destination!





Digital Valtellina