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The Strategic Plan of Torino and the re-development of the Metropolitan Area

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Historical Highlights

The economic, political and social context

The area
Located in the north-wester corner of Italy
A relatively widespread metropolitan area (IN THE MEDIUM RANGE ON A EUROPEAN SCALE)
Italy’s fourth-largest city (900,000 INHABITANTS)
The metropolitan area comprises 53 municipalities (1,700,000 INHABITANTS)

The economic and social context
The first capital of Italy
Italy’s main industrial city (THE ITALIAN DETROIT)
Society and economy are concentrated in industry (AUTOMOTIVE)
This system produces industrial concentration and a capacity for planning and organization, but also high level of unqualified work.
The industrial transformation

Until 1980, Torino’s economy is still strongly linked to the car and car components industries.

The Fordist City

Over the past ten years, the area has undergone great transformation, involving both its economic and productive apparatus, and its spatial and social fabric.

The Fordist industry has been re-dimensioned. The local system has had to deal with a major economic and identity crisis and needs to find new ways to develop the region and to restructure Torino’s role on the national and international level.
The political transformation /1

The relationship between local and central government in Italy has changed in recent years, thanks to important legislative reforms.

The direct election of mayors

Until 1990, Local Authorities had operated in a strongly centralized system without a clear and specific attribution of competences. The reform has granted them greater legitimization and decision-making capacities and relations between citizens and the municipality have become closer.
The political transformation /2

The metropolitan area is a territorial unit with functional interdependence between the various centers. Its spatial configuration is dense and compact and runs along the main traffic arteries.

A legislative problem
The government of Torino’s metropolitan area is divided between the duties of the Municipality of Torino, the smaller Municipalities in the area, the Province of Torino and the Piemonte Region. A coherent scheme for interaction and government among the metropolitan areas is needed, the problem is still unresolved.

» In this context, the Strategic Plan was born in 2000.
The First Strategic Plan (2000)

Torino was the first city in Italy to adopt a Strategic Plan.

The Plan involved institutions, political representatives, the economic world and society as a whole in a project to redefine the city’s identity, pinpointed a shared vision of social and economic development and suggesting a vision for the future.

(FEW CITIES IN EUROPE HAD A SIMILAR PLAN, NOR DO MANY HAVE ONE TODAY)

The First Strategic Plan involved almost 1,000 people, who were organized into various work groups, and was articulated in 6 strategic lines, 20 objectives and 84 actions.
1. Who shaped the LED vision?

Municipality (the former Mayor Mr. Castellani) was supported in its activities by:

- The Development Forum (representatives of the economic, social and cultural elites)
- The Scientific Committee (Italian and foreign experts)
- The Co-ordination Committee (the regional development agency, ITP, and Turismo Torino, the Tourist Office for the metropolitan area)

Association “Torino Internazionale”
1.1 Specific analytical studies committed to external advisors

Thematic studies on the individual issues, e.g.:

- **Integrating the metropolitan area within the international system**: researches about the high-speed and high-capacity railroad Milano-Torino-Lyons and about the railway integration systems among the main airports of the North-West of Italy (bank foundation and institutional partners); two benchmarking studies on Torino and its international competitors (Torino University)

- **Studies committed to external teams**
2. The role of the private sector

The private sector has provided for several kinds of resources:

- Financial resources for research activities (particularly from bank fundations)
- Design resources for feeding the debate about problem-solving (particularly from employers’ association and Chamber of Trade)
- Management resources (technical arrangements particularly from institutional bodies and advisors)
2.1 The private sector involvement

Especially within the Development Forum: business representatives and economic interests organisations have taken part in the process as players; the individual firms were much less involved, as they delegated its voices to the collective organisations.

So, the “political representatives” have gift relevant contributions, whereas the role of the individual firms were quite weak (also because the deep crisis of the main industrial sector in the area, the automotive one).
3. From the vision to an action plan

The vision:

• Torino as a European metropolis
• Torino, an ingenious city which gets things done and does it right
• Torino which knows how to choose its development path: the intelligence of the future and the quality of life
3.1 The Strategic Lines

Structuring the vision for the future

6 Strategic Lines
To integrate the metropolitan area in the international system
To construct the metropolitan government
To develop training and research
To promote enterprises growth and employment
To promote culture, tourism, commerce and sports
To improve urban quality
4. Institutional arrangements

• A rather delicate task; it involves institutional relationships within a twofold frame of governance:

1. horizontal governance: the Municipality of Torino and the other towns of the metropolitan area

2. vertical governance: the relations among State, Region, Province (intermediate level of authority) and Municipalities
4.1 Torino Internazionale

Torino was the first city in Italy to adopt a Strategic Plan.

The Association
Torino Internazionale was born in May 2001
It had 122 partners (PRIVATE AND PUBBLIC)
Its mission is to promotes strategic planning methods, to monitor its actions, to set up specific workshops, to communicate to the public the opportunities for development created by the Plan and to encourage the public’s participation.

It is a light structure with few officers, but a large number of collaborators.
4.2 Metropolitan governance

The search of institutional arrangements is still open, because of:

• The latent rivalry between the Torino Municipality and the Province
• The contrast among the central municipality and the others towns
• The creation of a non statutory body, the Conferenza metropolitana (Metropolitan Conference)
4.3 The Metropolitan Conference

Nature and powers of the Metropolitan Conference:

• co-chaired by the Mayor and the President of the Province;
• 37 municipalities;
• supervision of urban development strategies and promotion of intermunicipal agreements;
• lightness & fragility (no technical structures)
4.4 Shapes of P/P/P/P

- *Patti territoriali* (Territorial Pacts): agreements among different levels of local government, collective actors and firms to improve local development (main issues: industrial decline, integrated tourism services): co-financed by the EU and the private sector

- *Programmi di riqualificazione urbana* (Urban Regeneration Programmes): co-financed by the central State and the private sector (at least 1/3 of the budget)

  Not for all the metropolitan area, but focused on some parts of it
Urban quality improvement

The 4 areas of the Spina Centrale constitute the most important group of abandoned industrial areas pinpointed by the Master Plan. The prescriptions of the Master plan are considered by the Strategic Plan as tools for reaching the foreseen goals.

**The project**

To integrate the reorganization of the railway system with the renewal of the city on the surface. To call for the combined application of public and private resources.
5. Monitoring and evaluation

Effectiveness has to be evaluated on the basis of the Plan’s effects on:
1. the metropolitan governance
2. the ability to co-operate
3. the capability to get the things done
5.1 Monitoring and evaluation

Interacting panel:

• Scientific Committee
• Co-ordinating Committee
• People in charge of projects
6. Keys for success

- Making more coherent the objectives and the scale of the individual interests operating within the area
- Bringing together public and private resources (e.g. the projects Torino Wireless and Environmental Park)
6.1 Best practices

Fields of application:

• Tourism and culture
• Social cohesion
• Innovation and technologies
• Megaevents: Olympic Winter Games
6.1 Tourism and culture

Promote Torino as a city of culture, tourism, commerce and sports starts with the cultural wealth of Torino and a project for the development of tourism that will result in strong growth. The 2006 Winter Olympics are an opportunity for presenting the new image of the city.

Museums / Visitors
PIEDMONT: 82 MUSEUMS – 3 MI VISITORS (+ 250,000 SINCE 2002)
METROPOLITAN AREA: 38 MUSEUMS – 2 MI VISITORS (500,000 IN 1992)
ROYAL RESIDENCES: 168,000 IN 1997 – 430,000 IN 2003

Contemporary art
Torino has prestigious museums, art galleries, critics and artists. The City is commissioning works of art for public spaces (STREETS, SQUARES AND PUBLIC GARDENS). Within the next few years, these works of art will give birth to one of the biggest open-air museums in the world.
6.2 Social cohesion

Integration of projects involving structural improvement, economic development and the fight against social exclusion.

The special projects for suburbs

PROGETTO SPECIALE PERIFERIE
THE GATE
URBAN 2

The project has made it possible to allocate investment from various sources for the suburbs. These multidimensional and multi-sector policies are involving the inhabitants in local development strategies.
6.3 Innovation and technologies

Promoting enterprise and employment means supporting new ideas and new companies, based on industrial and technologically-consolidated capability. Looking into innovative sectors with development potential is a way to offer young generations opportunities for the future.

Main projects
TORINO WIRELESS
PARCHI TECNOLOGICI CENTRI DI RICERCA
THE DOUBLING OF THE POLITECNICO
INCUBATORI D’IMPRESA
6.4 The Olympic Games

The Torino 2006 Olympic Winter Games are not the conclusion, but rather the beginning of a project to give Torino a brand-new identity.

**Numbers**

- 10,000 JOURNALISTS
- 30,000 MEMBERS OF THE OLYMPIC FAMILY
- 300 / 500,000 SPECTATORS
- 1,000,000 TICKETS SOLD

Athens 2004 was watched by 1,000,000 of TV viewers!
1. International integration

Facilitating access to Torino

High-Capacity Railway System
Lyon – Torino after the international agreement
Torino – Milano to be completed in 2008
1. International integration: improving the metropolitan public transport system

The major investments planned in Torino
Urban Railway Link
Metro network
Public transport
International Recognition

Torino’s position is recognized internationally.

Positioning
OWN GOVERNING CAPABILITIES: 1st OUT OF 103 ITALIAN CITIES
DATAR: 33rd OUT OF 180 EUROPEAN CITIES
EUROPEAN CITIES MONITOR: 7th IN THE SECOND GROUP

International events
THE OLYMPIC WINTER GAMES 2006
THE WORLD BOOK CITY 2006
THE WORLD DESIGN CAPITAL 2008
THE WORLD CONVENTION OF ARCHITECTS IN 2008

THE INTERNATIONAL “SALONE DEL GUSTO”
THE TORINO FILM FESTIVAL
THE INTERNATIONAL BOOK FAIR
THE BIENNALE OF EMERGING ARTISTS
Another Change

For 100 years it was Italy’s major industrial city, nowadays Torino’s economy is diversified and services-oriented, focusing in particular on the services of high tech companies that employ 50% of the area professionals.

» This new context that is taking form has created the need to write the Second Strategic Plan.
The Strategic Plan 2 (2005)

The mission of the Second Strategic Plan is to transform Torino into a knowledge based society.

4 Thematic commissions
The Metropolitan Territory
Economic Development (AUTOMOTIVE, ICT, FINANCE)
The Quality of the Society
Cultura

The instruments of communication
Workshop and Conventions
Publications (2 PREPARATORY PUBLICATIONS FOR PLAN 2)
1 magazine (TAMTAM)
1 Web portal

» The deadline is June 2006
Lessons: a premise

The transfer of practical knowledge from an experience to another one is always delicate and can be fruitful to a some extent: differences in economic level, social structures, local cultures and institutional arrangements make every place a “locally specific” system.
Lessons/2

- Development is path dependent: any “global” remedy is not proper by definition;
- The local resources have to be reproduced during the process, and not consumed → sustainability;
- The local resources have to be acknowledged by the local actors, otherwise they do not “exist” and cannot be inserted in the valorisation circuit.
Lessons/3: “we are not playing Monopoly”

Remember that the Plan is not (only) a technical matter:

• The “Mayor Paradox”: the plan needs political leadership but it is not a statutory document with binding prescriptions;
• The plan is at a crossroad among three functions:
  1. Technical function;
  2. Function of public opinion mobilisation;
  3. Connection function between the political players