



TORINO  
STRATEGICA

# Strategic plan

# Torino Metropoli 2025

Anna Prat, Director Torino Internazionale/Strategica

Scientific Committee, 9th January 2014

# FROM TORINO INTERNAZIONALE TO TORINO STRATEGICA

Torino Internazionale was established in **2000**.  
The Association currently has 85 members between  
public and private sector organisations

## THE MISSION:

- to promote the preparation and implementation of the strategic plan
- to monitor and assist its implementation
- to organise support activities
- to communicate the plan to stakeholders and citizens

In **2012** the Mayor of Torino relaunched the strategic  
planning process (→2014)



(2000)



(2006)

## 2012 THE OUTREACH PHASE - WHERE WE ARE TODAY

### Torino

- Intensive and successful change for approx. 15 years - now the process is slowing, has to be renewed
- Company closures, high youth unemployment
- Municipal debt, severe shortage of public funding
- Private sector is disillusioned
- Domestic investors look outwards, international investors look elsewhere
- Regional competition with other Italian cities
- Increasing poverty

### Italy

- long-term structural impacts of the crisis
- Long standing political and administrative problems



L'ascolto della città / ATTORI LOCALI

# TORINO. FARE SISTEMA PER SUPERARE LA CRISI

GIUGNO 2012-MARZO 2013



## LOCAL DEMAND FOR THE STRATEGIC PLAN

- Metropolitan dimension
- Local economic base – the centrality of the local private business world
- New development coalitions for new priority actions
- Fewer and more focused public investments (connection with new EU funding programming phase)
- Local saving reforms
- Enlarged and renewed leadership
- Wider local outreach and involvement



**TORINO METROPOLI 2025**  
“The City of opportunity!”





## 4 WAVES OF POST INDUSTRIAL REDEVELOPMENT (Greg Clark)

1. Physical renewal
2. City wide strategic planning
3. **Economic development and internationalisation**
4. Managing in the global sphere



“Acting “within” markets... requires additional expertise, new geographies and new structures and arrangements”



## TOWARDS THE THIRD PLAN: TIMELINE



2012 Outreach  
activities



**7/2013** Launch  
of the 2  
Commissions



**2014 Plan Development**

**11/2013**  
Thematic groups  
begin working

**1/2014** Vision-  
specific groups  
begin working

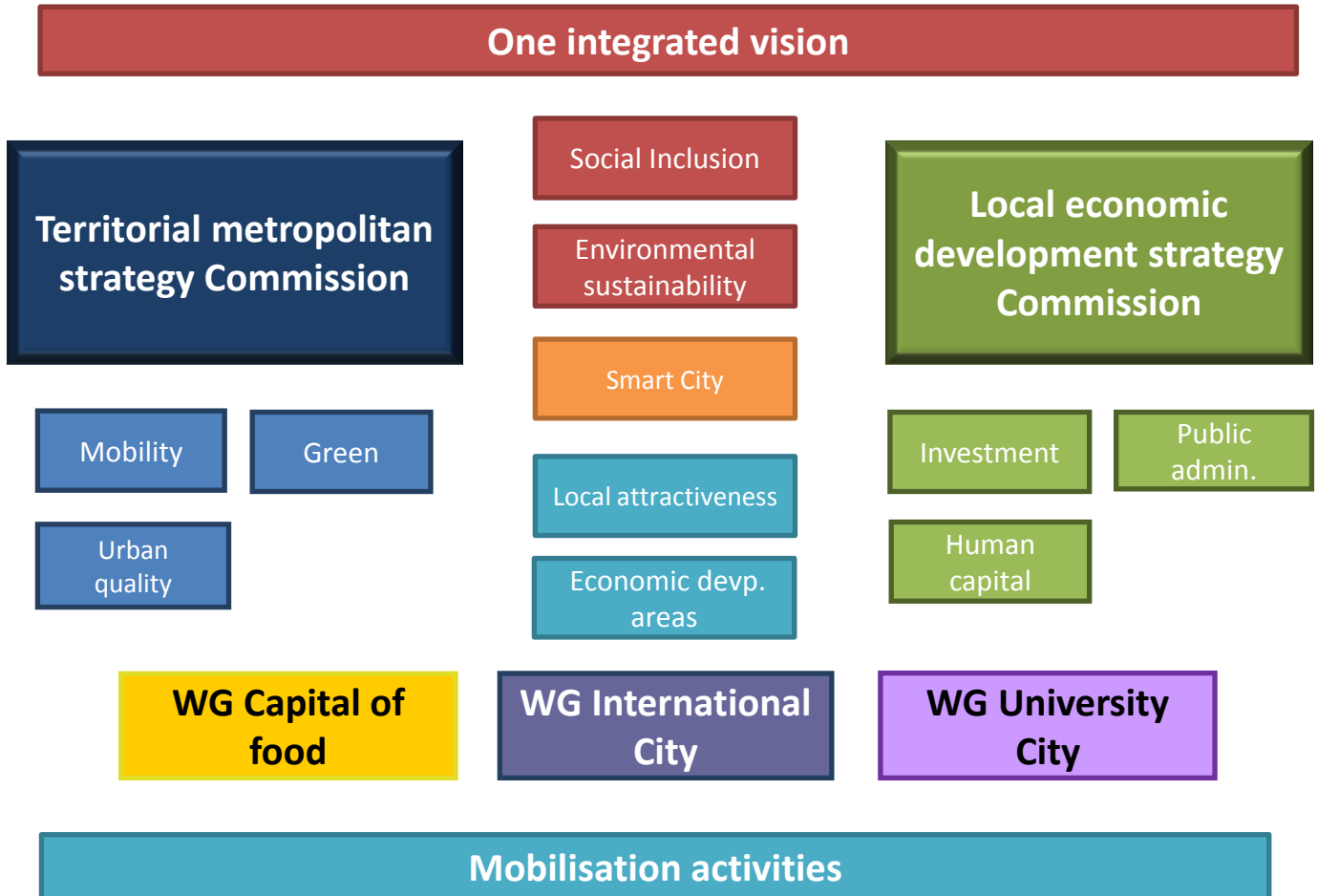
Research activities, scientific oversight and assistance

**2014 Mobilisation activities**

**... and communication!**



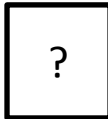
## CONSULTATION STRUCTURE OF THE THIRD PLAN







**Roberto  
Montà**



(Social  
Inclusion)



Giuseppe  
Gamba



Donatella  
Mosso



Massimo  
di Braccio



Francesco  
Fossati



**Davide  
Canavesio**



Luca  
Staricco



Ippolito  
Ostellino



Bertolino  
and Paolucci



Lorena  
Alessio



Chiavarino  
and Papini



Martinotti  
and ..





## STRATEGIC PLANNING OUTCOMES

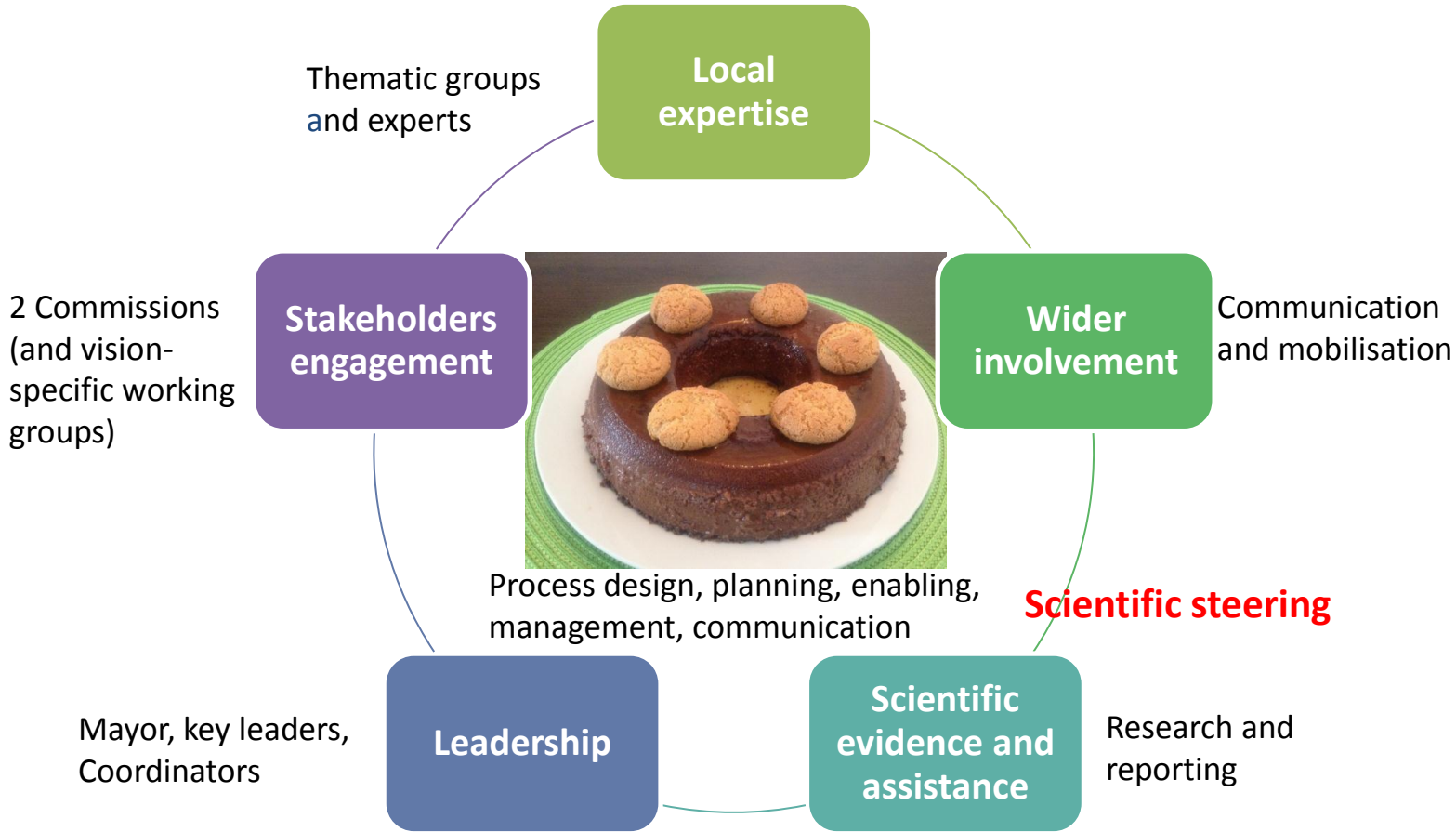
Of course..

***“the proof is in the pudding”***

(outcomes more than outputs)

- Effective management of change based on a shared vision
- Leaders’ and stakeholders’ determination and capacity to deliver
- Widespread satisfaction and sense of purpose among all participants!









## STRATEGIC PLANNING PRODUCTS

### Main deliverables:

- **Spatial metropolitan strategy** (long term framework and actions)
- **Local economic development strategy** (agenda for action)

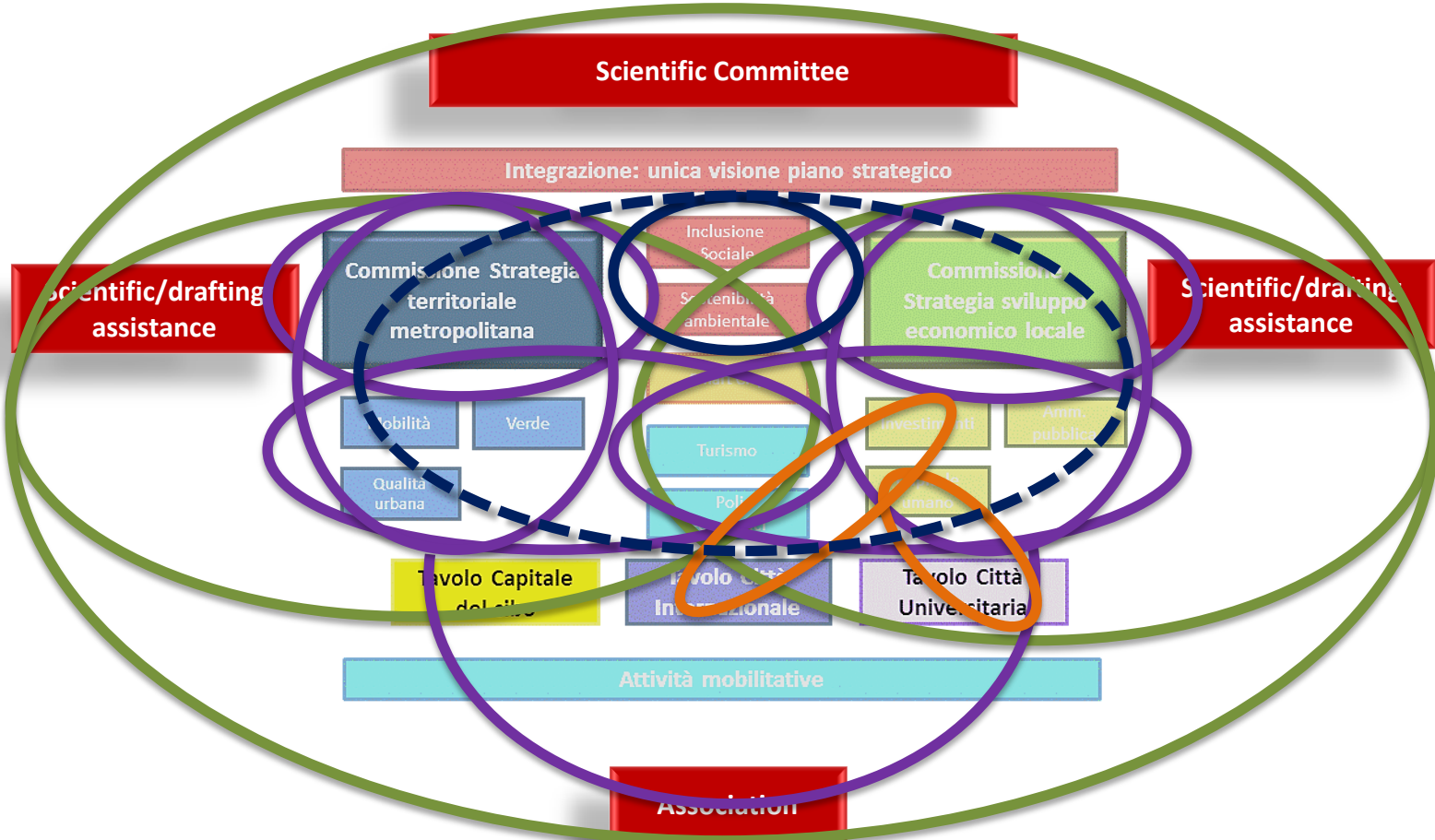
One strategy or two (of course coherent and connected between them)?

Some actions should be focused on implementation mechanisms. Who will implement the strategies?

### Support deliverables:

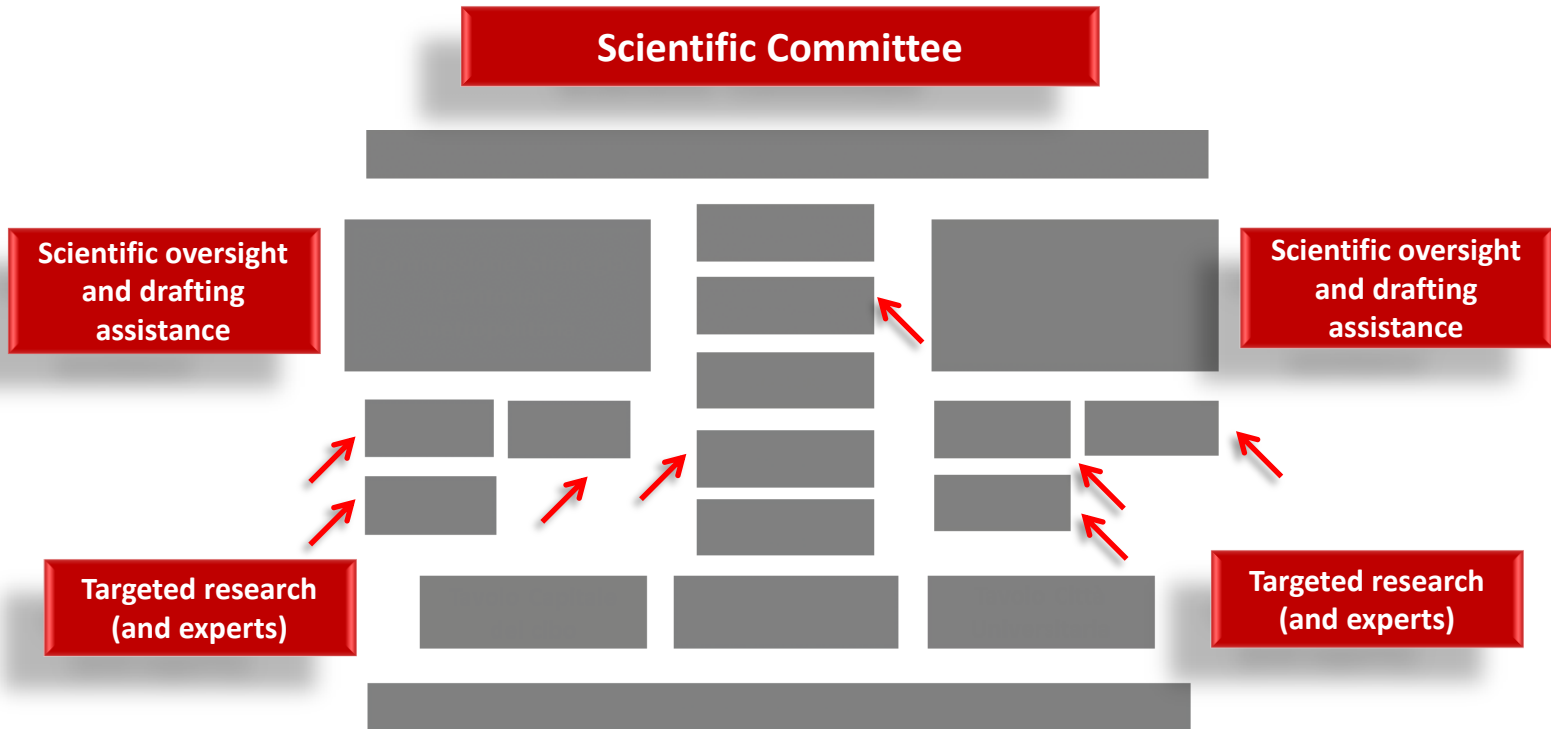
- City internationalisation strategy
- University strategic vision
- Food economy promotion strategy
- (Other specific thematic strategies?)

# HOW TO ENSURE INTEGRATION?

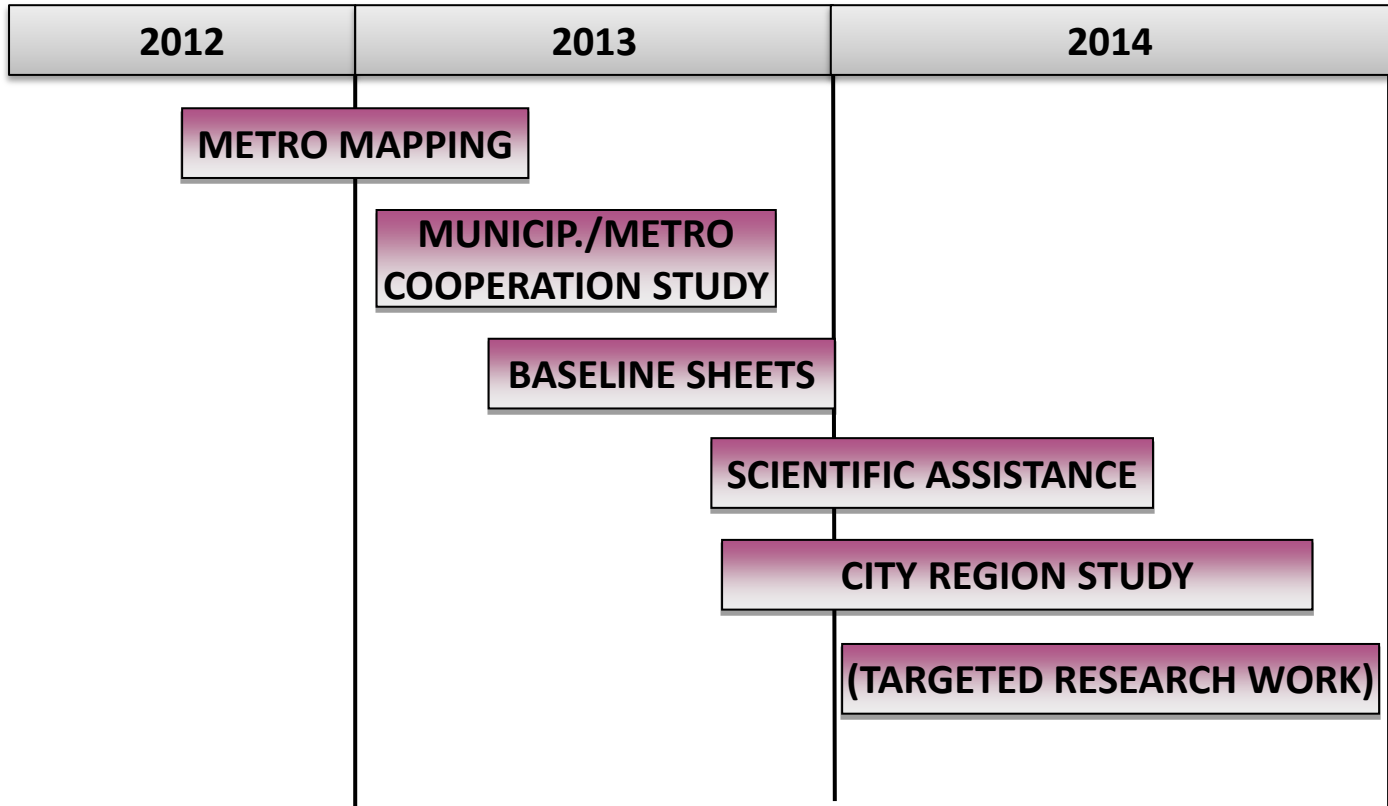




# THE ROLE OF RESEARCH AND SCIENTIFIC ASSISTANCE

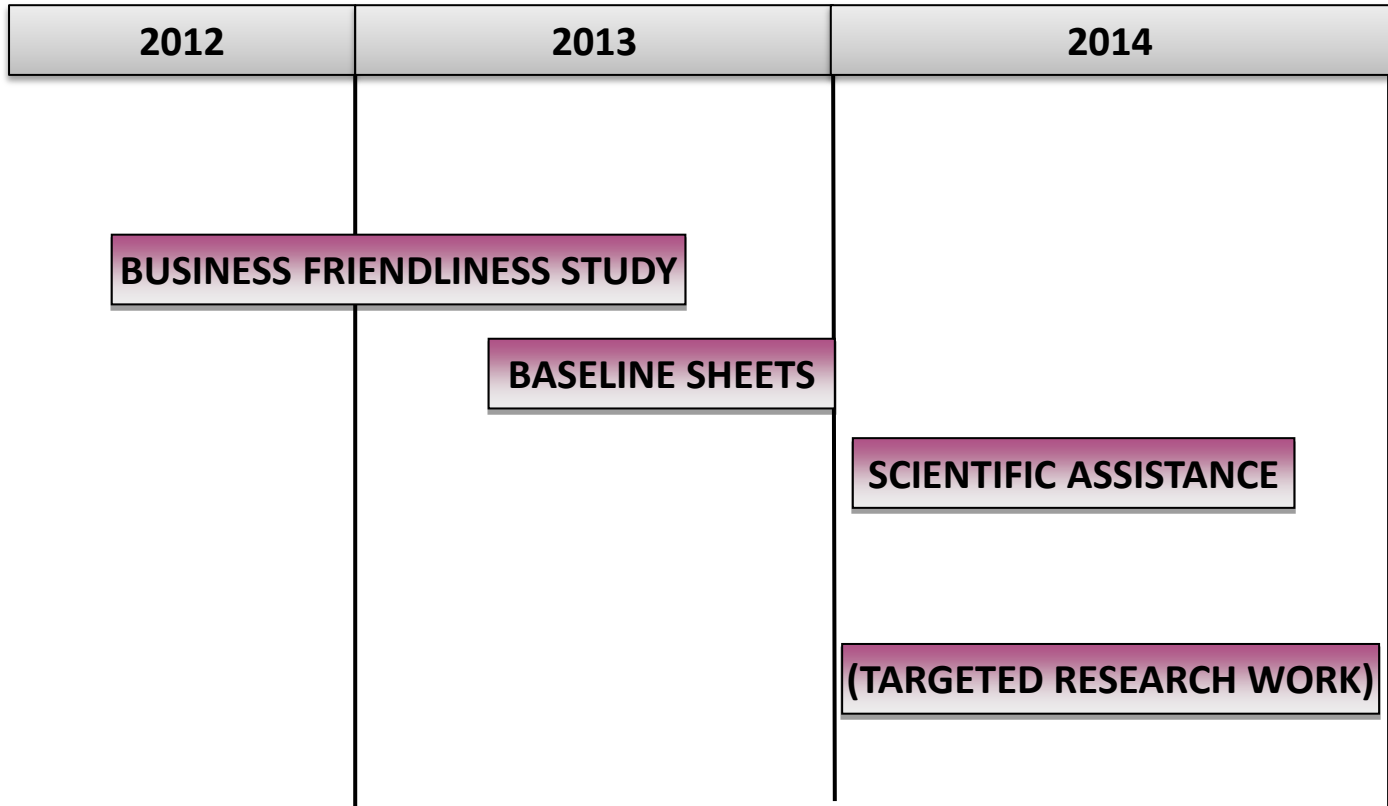


## RESEARCH AND SCIENTIFIC ASSISTANCE FOR THE SPATIAL METROPOLITAN PLAN



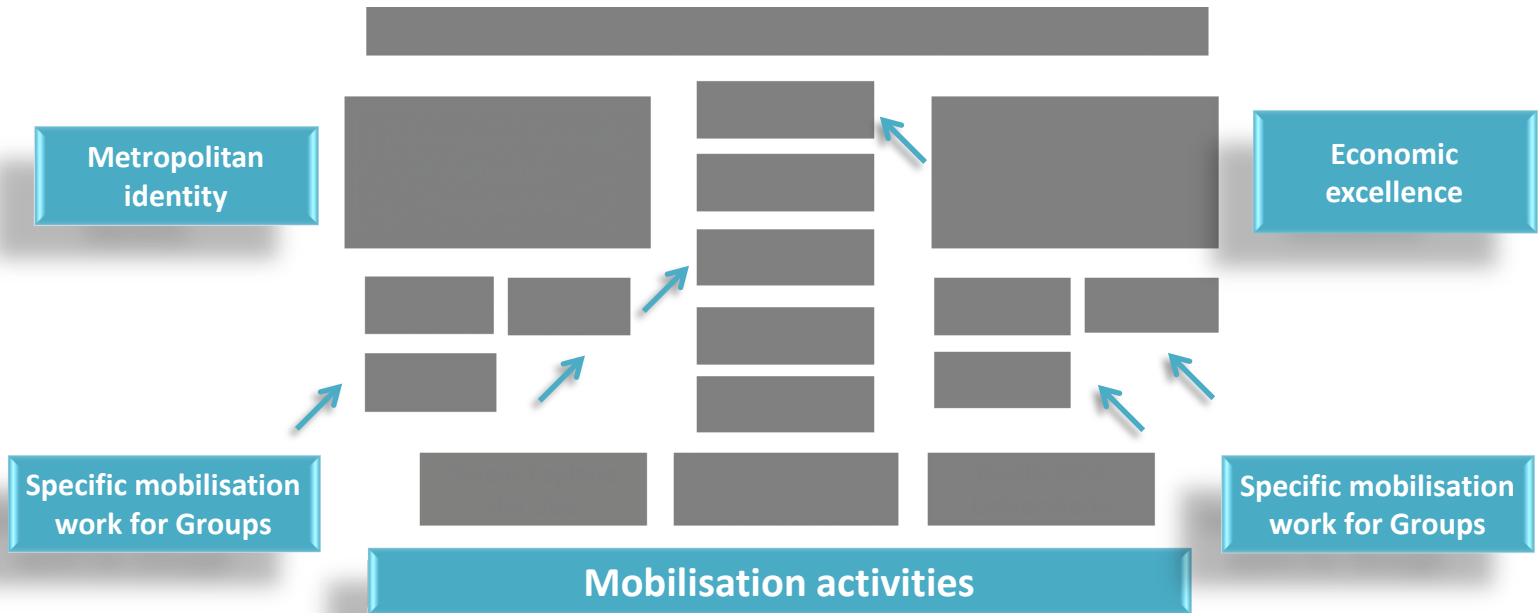


## RESEARCH AND SCIENTIFIC ASSISTANCE FOR THE LOCAL ECONOMIC STRATEGY





# THE ROLE OF MOBILISATION/PARTICIPATION ACTIVITIES





### **Metropolitan identity**

- Meetings with Municipalities
- Creative research – on landscape, city use (photography, art, storytelling, visits, etc.)
- Case histories

### **Economic excellence**

- University excellence on show
- TEDx conferences (city of the future)
- Excellence labs and meetings (young entrepreneurs, start-ups, creative community, etc.)
- International seminar on Local economic development agencies

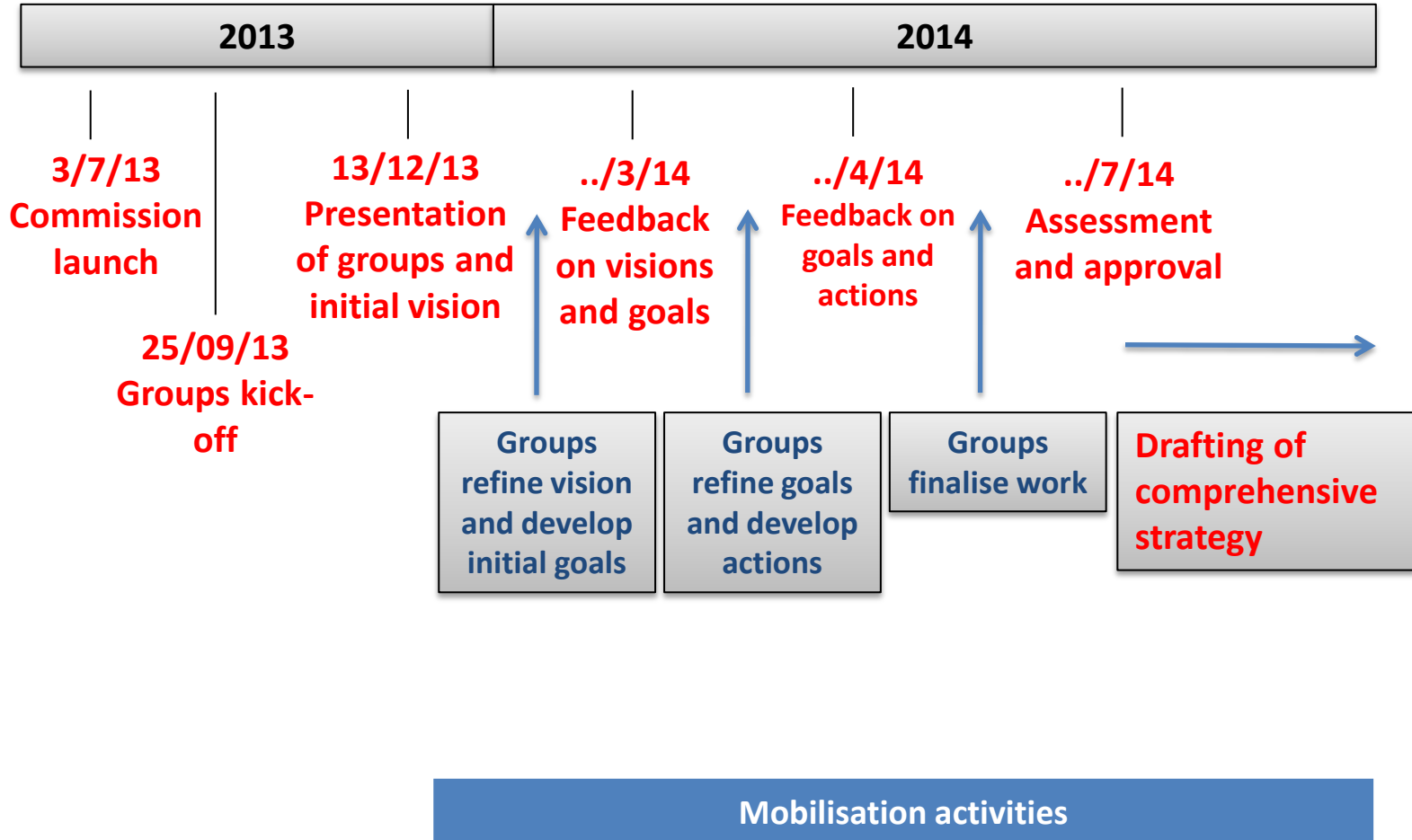
**All in partnership and co-funding with local organisations!**

### **Communication activities**

- Website, social media, publications, events...

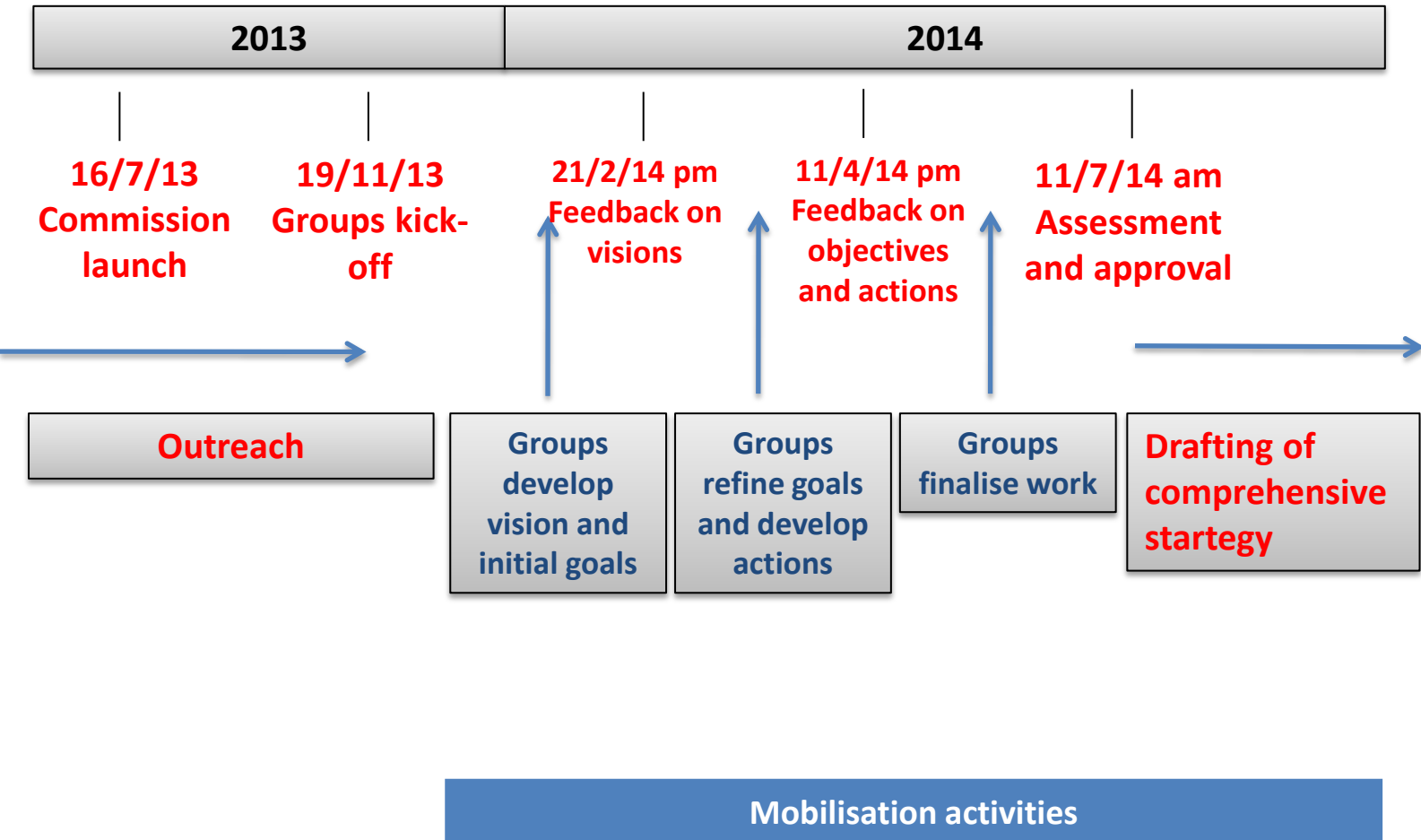
### **Wider engagement/participation**

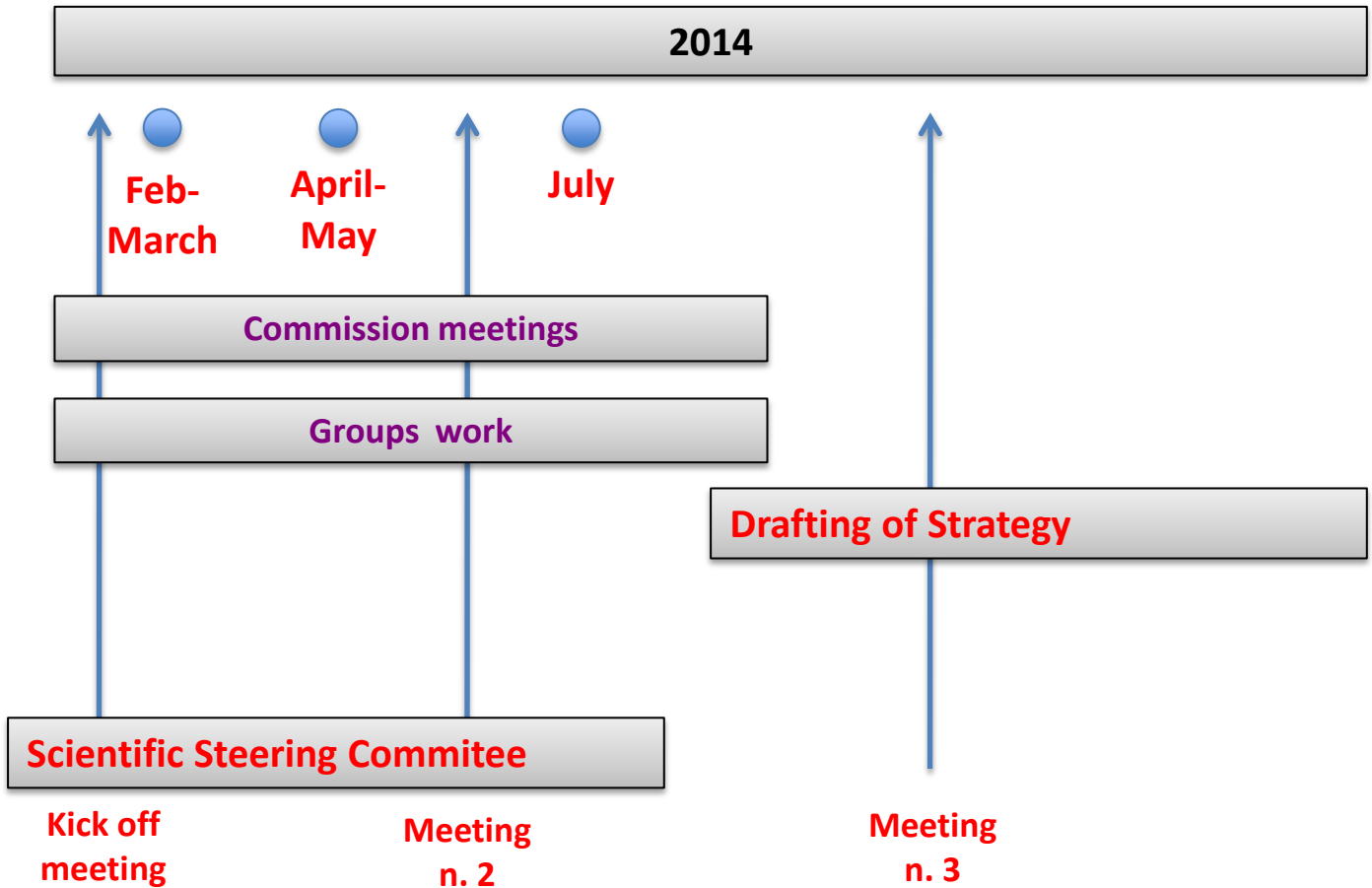
- Town meeting? Annual national event on local development
- Activities with schools, other local targets
- Outreach for internationalisation strategy
- Forum of entrepreneurs..





## TIMELINE: ECONOMIC COMMISSION AND GROUPS







## WHAT SHOULD COME OUT FROM THE SCIENTIFIC COMMITTEE?

- Better focus and improvement in the definition of **challenges, themes, issues, method and «products»**
- Suggestions for connection to **national and international best practices**, expertise networks
- **Evidence needs**: (feasible) research activities to be commissioned
- Indications for wider outreach and **involvement activities** (stakeholders and local community groups, opinion leaders)
- Initial thinking on **implementation mechanisms**: actions, partnership arrangements, agencies, plan & policies, etc.
- **Partners** to be involved in the delivery mechanisms (when and how)
- **Funding issues** to be explored (from partners but also consider EU regional programming phase)
- **Communication** activities