

METROPOLITAN TORINO 2025

THIRD STRATEGIC PLAN OF THE TORINO METROPOLITAN AREA

Summary of the Intermediate Report
18 July, 2014

1. THE 'METROPOLITAN TORINO 2025' STRATEGIC PLAN

The Strategic Plan is both a process and a product. It is a tool that draws on the active leadership, skills and expertise of the community to build a shared vision of medium/long-term development capable of guiding an agenda of priority projects.

Under the City of Torino's leadership, the Associazione Torino Internazionale pioneered the use of a broad, consultative approach to develop the city's first strategic plan in 2000, and its second in 2006. It was these efforts that brought together a broad spectrum of local stakeholders to lead a renaissance of the city and the metropolitan area.

By late 2008, on the eve of the global financial crisis, the socio-economic and physical transformation was already well underway and could boast strong momentum and numerous major successes. Unfortunately, the global crisis severely impacted that process as economic growth ground to a halt and, perhaps worse, demotivated the coalitions that had come together a decade earlier to lead change. In June 2012 Mayor Piero Fassino recognized the timing was right to rekindle the coalitions of stakeholders and initiated a new phase of strategic planning by launching work on the third strategic plan.

The first round of stakeholder engagement began with outreach to the 38 municipal administrations comprising the metropolitan area, and to a diverse task-force of rising talent and leaders. In 2013 the consultation phase was extended to additional local stakeholders, issue experts, and technical teams across a series of 8 thematic working groups. The strategic directions of the plan were developed and explored through facilitated dialogue among diverse local players, stakeholder interviews, focused research, and the benchmarking of international best practices.

Specifically, the process saw the creation of two committees: the Economic Development Commission brought together 60 public and private-sector organizations, while the Metropolitan Area Commission represented the administrations of the municipalities making up the metropolitan area. A Scientific Committee consisting of nine local and international experts steered the work of the commissions and the respective working groups. Two professional teams provided technical support to the working groups as well.

The 8 working groups were convened to tackle the priority issues identified by the commissions: investment attraction and promotion; local attractiveness; human capital; public-sector business

friendliness; quality of urban spaces; economic development hubs; metropolitan mobility; and green infrastructure. These working groups were tasked with identifying critical challenges and developing action plans on the basis of three overriding principles: environmental sustainability, social inclusion, and the smart city. At the same time three panels were set up to explore the city's three 'strategic vocations' as a University City, Gastronomic Capital, and International City.

In all, a total of 230 entities and organizations participated throughout the process and over 450 individuals were consulted.

2. The Intermediate Report

This Intermediate Report reflects the output of the strategic planning initiative through July 2014 and attempts to organize individual threads around a single vision and action plan for the local community. Work will continue over the coming months to strengthen the proposed strategies, engage specific stakeholders to help refine individual projects, and ensure cohesion of the plan with the mandate of the new Metropolitan City administration. Final publication of the 'Metropolitan Torino 2025' Strategic Plan is scheduled for the end of 2014. The Strategic Plan itself will be accompanied by publications on more specific issues, in particular the publication of a white paper 'Towards a Metropolitan Spatial Strategy'.

3. Strategic Choices

Urban development occurs in stages and each stage presents specific challenges and opportunities. While the first round of strategic planning was launched to build a new vision of the future for the city's post-industrial era, the second round was intended to reinforce and solidify the economic transition of the city towards that vision. This third round of strategic planning, however, was launched as a local response to a sharp global crisis and to a European economic recession that has laid bare structural deficiencies in the economies of Italy and the Piedmont. Thus the starting point of the strategic planning process was an analysis of the impact of the crisis on the socio-economic fabric of the Torino metropolitan area and an assessment of assets and emergent opportunities.

The need and opportunity to expand the range of stakeholders capable of leading metropolitan change was clear from the outset. This third strategic planning process was therefore conceived to include: 1. the municipal administrations of the cities and towns that make up the metropolitan area, so as to join forces through cooperation and the integration of policies, services and functions; 2. private-sector players (business and third-sector organizations) to develop a vision and action plan to revive the metropolitan economy; 3. academic, training and research bodies given their critical role in growing human capital and spurring innovation.

The metropolitan area contemplated by the strategic plan encompasses 38 municipalities and coincides with the boundaries of the Regional Conference. The municipalities were selected based on the degree to which their administrations already partner to provide services jointly, their

geographical contiguity, and the interest shown by their administrations in the initial engagement stages. The metropolitan area they form is an area with vast potential for growth which brings together numerous development drivers but also presents considerable social and environmental challenges.

A key tenet of the plan is that private-sector actors are central in this stage of metropolitan development, and the process was therefore intended to facilitate the emergence of private sector leaders as critical agents of change. The engagement process served to empower individual actors and cultivate virtuous relationships, networks and other mechanisms of innovation which are key to kick-starting urban renewal.

The academic, training, research and innovation bodies constitute the third prong of the trident of forces playing an active role in growing the metropolitan economy. The skills-base and capacity for innovation of these entities, in combination with the entrepreneurial potential of the private sector, is an extraordinary asset that the metropolitan area will leverage to increase competitiveness.

Given the limited availability of public and private financing in this stage of development, the need to identify actionable projects led to a strategic decision to focus on enabling factors for economic growth, that is, on upgrading the ‘software of the economy’ to facilitate entrepreneurship across the board. In the coming years much innovation will necessarily take the form of public-private partnerships, from the development of human capital to investment attraction. While limited use of public funds may be feasible in specific instances to leverage significant private investment and trigger growth cycles, savings gained from new efficiencies in integrated governance at the metropolitan level will also be critical.

Inclusion and sustainability are the core values underpinning the mission of the third strategic planning initiative, informing all the proposed objectives and actions. In particular the plan places social inclusion at the center of its mission and vision of the future. It aims to foster economic opportunity for all by laying the groundwork for an economy of opportunity; the City of Opportunity therefore must mean opportunity for anyone and everyone. That said, input from businesses and the non-for-profit sector will continue to be critical in reforming the public welfare system and ensuring it is equitable and financially sustainable.

Finally, the third round of strategic planning was highly selective in its priorities. The focus is on issues stakeholders identified as most urgently requiring reform and innovation on a systemic level. Moreover, the consultative approach of the planning process reveals the priorities and expertise of the players involved, which are broad and varied but not necessarily exhaustive. The plan, however, does not exclude other, complementary strategies and initiatives critical to the development of the metropolitan economy. Additional players will need to be engaged in the coming months to verify feasibility and ensure implementation—first and foremost the regional administration of the Piedmont.

4. Vision: City of Opportunity

This third round of strategic planning is intended to pave the way for a new phase of economic growth. It envisages Torino in 2025 as a thriving, prosperous metropolitan area, an Italian and European economic powerhouse built upon broad leadership and a truly open model of agglomerating, converting and leveraging resources and expertise into competitive assets.

Metropolitan Torino 2025 will have a palpable ‘can do’ attitude that encourages innovation and development, a place sought after for its openness to personal initiative and to change, an environment that is enabling and productive in which anyone can accomplish their life and business goals. A leader in numerous fields, backed by both its economic and social traditions and yet with an identity in continued evolution, Torino will be a capital of new manufacturing, of advanced tertiary services, of research, innovation, and design. It will have consolidated its vocation as a cultural and sporting capital. It will offer a high quality of life and unique environmental resources. Its agenda for economic growth will maximize opportunities for cooperation with Milan and Genoa, reaching out across the entire Po valley, the Mediterranean and the Alps to northern Europe and beyond.

To become the City of Opportunity metropolitan Torino will need to achieve two distinct yet complementary goals: being efficient for business and attractive for people. Being efficient for business means taking every possible step to encourage businesses to settle in the area, invest, and grow, thus ensuring the creation of jobs and widespread employment. To be attractive to people it will need to offer unique opportunities for economic and personal growth and well-being to both existing residents and new arrivals.

The ‘Metropolitan Torino 2025’ Strategic Plan identifies two key strategies for realizing this vision. One is to further develop the capacity for metropolitan governance and progressively extend the integration of policies and services across the entire metropolitan area. The other is to drive economic growth through private-sector leadership and new public-private partnerships capable of leveraging existing assets in innovative ways.

5. Strategy 1: Metropolitan Governance

That the Torino metropolitan area is already very much metropolitan is evident in the economic and social relations that characterize it, the transportation infrastructure that crosses it, the functions, services and green areas it shares, and much more. The added value of increasingly integrated metropolitan governance – coordinated policies, practices, measures, institutions, and agencies – lies in the benefits to the community and businesses. These include economies of scale and critical mass; the coordination and integration of action; the prioritization of strategic investments; efficient management and greater transparency of operations; the sharing and dissemination of expertise and good practices; and the greater visibility and overall strength of the Torino brand.

Projects

Spaces and Places for New Economies

- > Valorisation of former industrial sites and areas with a view to rationalizing, upgrading and adapting to new manufacturing and other uses. This requires the recovery and remediation of greyfields and brownfields, renovation of obsolete structures, and the development of venues for new forms of production, such as co-working spaces and fab labs. The project will involve mapping physical assets and developing investment mechanisms aimed at matching supply and demand.

Integrated Metropolitan Mobility

- > Expansion of the mandate of the Metropolitan Mobility Agency to cover not just public transport, as is currently the case, but the entire transport sector including both private and alternative forms of transport. The objective is to empower a single body to monitor, develop and manage a personal, public, and commercial transport network comprehensively, and therefore able to create and implement sustainable mobility plans on a metropolitan scale.
- > Development of a single technological platform to gather, monitor, interpret and communicate metropolitan mobility information (including cycling access, bike and car sharing systems, parking availability, etc.). The goal is to enable people on the move to assess alternatives for getting from one place to another on the basis of real time information including travel times, costs, and environmental impact. The proposal also includes a substantial upgrade to smart electronic ticketing.
- > Establishment of four experimental areas within which to implement integrated transport systems to create sustainable metropolitan transit nodes. Each of these four zones, one in the central core of the city and three around metropolitan rail hubs, would promote innovative models focused on the use of electric cars, disincentives for transport powered by traditional fossil fuels, expanded mass transit options, and education and awareness-raising initiatives. The aim is to develop models that can be extended to nodes along the entire metropolitan rail network.
- > Expansion of the Torino Smart City 'Clean transport of goods and cargo' project to the entire metropolitan area. The aim is to develop physical and information infrastructure for an efficient and sustainable distribution system across the metropolitan area, including intermodal logistics hubs, urban distribution centres, restricted access areas for transport vehicles, and an IT system for managing the entire supply chain.

Green Infrastructure

- > Expansion and enhancement of the 'Green Crown' program managed by the Piedmont Region which has proved an extraordinary basis for reinforcing, expanding and increasing the quality of 'green infrastructure' within the metropolitan area. The program's remit

would be strengthened by embedding green infrastructure management guidelines within various metropolitan and municipal urban planning instruments. The scope of the program would be expanded on a metropolitan level to include the following: management and maintenance of green areas, promotion and communication, awareness-raising and education, implementation of public health initiatives, and broadening the support of private-sector and non-profit organizations. The project would require a review of the program's administration so as to boost cooperation with, or even delegate management to, the metropolitan city authority whilst involving municipal councils more directly.

Towards Sustainability

- > Coordination of sustainability initiatives at a metropolitan level through the establishment of a steering, support and monitoring body, such as an office of long-term planning or a sustainability officer, to guide municipal practices and programs.
- > Coordination of municipal sustainable energy action plans to ensure alignment around common objectives such as improving the energy performance of buildings and systems, promoting sustainable transit options, boosting the efficiency of street lighting, producing energy from agricultural and forestry biomass, and building capacity and awareness among government agencies.
- > Coordination of innovative, environmentally-friendly procurement practices across the metropolitan area and among various governmental bodies to boost effectiveness and impact on the local economy.

Regeneration of Urban Spaces

- > Proposal for fifteen place-making projects to be implemented in the broader metropolitan area with the aim of creating high-quality public spaces. The projects will focus on increasing the quality of urban design and street furnishing, increasing the mix of uses in public areas, minimizing the impact of poorly integrated infrastructure, improving and activating underutilized green areas, promoting bicycle and pedestrian friendly environments, and introducing innovative community management and maintenance models.
- > Development and implementation of new models for financing community revitalization based on the engagement of a broad range of partners to boost financial feasibility.

6. Strategy 2: Enabling Economic Growth

The third strategic plan takes a broad view of the economic fabric of the city and adopts an economic development strategy aimed at promoting sustainable growth across the board. The objective, therefore, is not to identify individual infrastructure investments or identify specific

economic sectors for investment, but to create the conditions that enable widespread economic development.

The enabling factors with the greatest promise for the metropolitan economy include initiatives aimed at attracting investment within leading economic sectors, streamlining of local bureaucracy, increasing the skill base of the metropolitan workforce, and improving local attractiveness for specific target groups. By focusing on these enabling factors the economic development strategy emphasizes the critical role of entrepreneurship and the value of human capital in becoming a dynamic, business-friendly oasis.

Change must be measured in terms of a significant turnaround in key economic indicators: growth in enterprises, GDP and income growth, jobs growth (both skilled and unskilled), increased levels of education and training, increased presence of national and international capital and talent, and improvement in the quality of life index.

Projects

Destination Torino

- > Destination Torino is conceived of as a lean and agile agency whose primary goal will be to attract investment to the Torino metropolitan area. As envisioned it would be tasked with mapping investment opportunities in the metropolitan economy, developing investment packages, providing tailored services for simplifying and facilitating investment, developing communication tools such as the publication of an investor guide for Doing Business in Turin, and coordinating a team of overseas ambassadors to promote investment opportunities in Torino.
- > Accelerato will be the name of a business accelerator focused on identifying fledgling businesses to support with tailored management services, helping them expand their foothold in the market and gain critical mass to be able to grow quickly, especially at national and international levels. The accelerator would step in either after an incubation process or when otherwise promising businesses have difficulty making a leap in scale. Working closely with universities and business incubators it will focus its interventions in short spurts.
- > A new business incubator focused on social innovation and designed to help businesses that offer social services in an innovative way to get on their feet and grow. Its aim is to promote and help generate new models for the provision of social services based on a more business-oriented approach and the use of new technologies.

Capital Torino

- > A business administration school that will help meet demand from local companies for highly-skilled management professionals to capture new opportunities to internationalize,

innovate, increase productivity, and promote generational turnover. The school will tap into the international higher-education market and draw talent globally.

- > Laboratorio Torino is an initiative promoted by local manufacturers which, with the approval of the Ministry of Education, will see private sector sponsors upgrade local high school science labs and open them beyond ordinary school hours. The aim of the proposal is to introduce advanced technologies into schools (such as 3D printers, tools and processes for fast prototyping, and open source hardware and software), to promote skill development and increase absorption into the labour market upon graduation.
- > Accesso AperTo is an initiative to promote new models of co-investment and co-use of research infrastructure among businesses, universities and public-sector organizations. The aim is to expand access to R&D infrastructure with a view to maximizing the use of local resources and boosting research productivity.

SemplificaTO

- > A One-Stop business portal designed to offer a single digital interface for managing communication and information exchange between government bodies and businesses based on the integration of existing public platforms and databases. The interface will be able to aggregate existing portals and standardize them, boosting the efficiency of data gathering and fast-tracking compliance processes.
- > A metropolitan Streamlining Task Force will offer an effective and permanent environment for sharing skills and building on experience in cutting red tape between enterprise and the public administration. The task force will engage a wide array of stakeholders—government agencies, businesses, trade and industry groups, the professions and the justice system—to establish best practices and disseminate tools and skills.
- > The Digital Ecosystem initiative envisions the creation of an action plan for digitizing a wide spectrum of publicly gathered data and making it available as public knowledge and for entrepreneurial uses. In addition to increasing transparency in the public domain this initiative will create new opportunities for social entrepreneurship and for more effective and efficient service provision. As such it will be able to generate new economic development opportunities and will go hand in hand with other projects such as the incubator for social innovation. Four strategic open data projects have been earmarked in the key areas of healthcare, environmental management and energy sustainability, workforce training and job creation.

AttracTO

- > Experience Torino will be an organization tasked with identifying, organizing and promoting experiences to attract target audiences – such as tourists, students, and talented professionals – to the Torino metropolitan area to help grow the economy. The menu of experiences and services offered will vary widely based on the specific target group but it will

seek to take advantage of all that the territory has to offer, including many experiences which may not otherwise be available to the casual or short-term visitor. The organization will build upon and aggregate the efforts of existing entities and institutes around outdoor recreation and sports, food and lifestyle, culture, professional life, academic pursuits, and social life to name a few.

- > Torino Bilingue is a proposed action plan driven by the full gamut of local players – schools and training institutes at all levels, universities, the public administration, businesses and the hospitality sector to name a few – to develop a truly bilingual environment that is inviting and accommodating to an increasingly global community. The objective is to promote the acquisition and use of second languages to cater to foreigners from all walks of life that visit or reside in the city.

7. Complementary Strategies in Progress

Torino University City

Universities, and the higher education and research sectors as a whole, are fundamental drivers of social and economic development in metropolitan areas. This is increasingly true in a global economic context in which competition is fiercest in the knowledge economy. In order to compete more effectively Torino's two main universities are jointly implementing two high-profile projects.

One is the 'Torino University City' program promoted by the City of Torino, which seeks to leverage shared infrastructure by encouraging joint investment opportunities and creating opportunities for exchange with other local entities. Investment plans include the development of shared venues, a sustainable university campus project, and a University City Master Plan which includes seven dormitory clusters accommodating a total of 5000 students.

The universities are also exploring new models for strategic cooperation in academics and research activities, most notably in the fields of life sciences, technology and creativity, food technology, local territory, the humanities and social sciences, social enterprise and welfare.

In the coming months the strategic planning team will continue to promote broad discussion between key stakeholders on the role and impact of the universities on local economic development and on how cross-sector cooperation can boost the universities' competitive standing.

Torino International City

Though Torino is and has long been an international city, as both capital and people become increasingly mobile a long-term economic development plan must consider how to attract and better intercept human and financial capital flows.

Almost all the major economic actors in the metropolitan area have an internationalization policy and interact frequently with international organizations, whether through periodic events or stable

forms of collaboration. To respond to a growing international demand for high-quality products and high-level services, and to attract capital, goods and talent, a plurality of policies and actions must give way to a strategic framework that establishes and builds on certain key pillars.

A joint strategy must, in particular, address three key issues: what Torino offers the world (products, services, and skills); what Torino attracts from the world (people, resources, and capital); and how Torino embraces the world (that is, how truly international is Torino in terms of being an open, multicultural community).

Torino Food City

The vision of Torino as food capital aims to garner worldwide recognition of the Torino metropolitan area, and the surrounding agricultural region, for its extraordinary culinary heritage and its capacity to produce and distribute quality food and food products. The uniqueness of this culinary patrimony, and the inherent territoriality tying it to this particular region, distinguish it as the only economic sector singled out for specific consideration in the strategic planning initiative.

The strategic planning process brings together the players of this varied and dynamic sector with a view to identifying shared visions and initiatives that can benefit all stakeholders – from primary producers and land stewards to restaurateurs, artisans, commercial distributors and consumers. Any strategy aimed at proving Torino a gastronomic capital will need to demonstrate how Torino will take its claim to the global level and differentiate itself from other Italian and international cities that seek to promote themselves in this field. This vision of a territorial and cultural brand must translate perceptions into practice through concerted policies to promote the richness of this unique heritage.

8. Implementation

The projects and action plans identified through the strategic planning initiative will be refined in detail in the coming months together with additional local and regional stakeholders. The aim will be to enhance the feasibility of the projects and ensure maximum support from decision-makers. The Strategic Plan will be finalized and published by year's-end upon approval and adoption by the relevant authorities and institutions. Beginning in 2015 the Association will help local actors, entities and agencies tasked with crucial stages of implementation to agglomerate the resources and the expertise needed for the delivery of the projects.

In addition to project implementation, much thought and debate has been dedicated to how the Strategic Plan should be incorporated into the new Metropolitan City administration whose mandate commences January 2015. The creation of this 'city of cities' raises a critical question of how to expand the strategic planning process to ensure coordination between the development policies of the traditional Torino metropolitan area—Torino and its crown of municipalities—and those of other nearby hubs within the broader Metropolitan City territory.

A second phase of this third strategic planning initiative will be launched shortly focusing on the identification of the vocations of these different territories, each complementary to the metropolitan city. The larger municipalities in these areas will play an important role as aggregators and anchors of their local economies, just as Torino does for its metropolitan area. Such an approach explicitly recommends a decentralized management model of the Metropolitan City, one capable of increasing the capacity of these individual territories to envisage and build their own futures in concert with Metropolitan Torino.