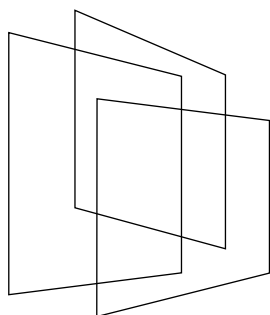
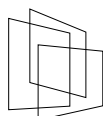


Metropolitan Turin 2025

**The third strategic plan of
the metropolitan area of Turin**



Metropolitan Turin 2025



TORINO
STRATEGICA



Torino Internazionale

Message from Mayor Piero Fassino

In 2015, fifteen years from its first strategic planning process, Turin publishes its third strategic plan *Metropolitan Turin 2025*.

Two hundred and thirty entities and hundreds of individuals and experts were directly engaged in a two and a half year process to generate a new vision for the future of Turin and its metropolitan area.

Metropolitan Turin 2025 builds on the successes of the post-industrial transformation of the city over the past twenty years to reinforce a pluralistic vision of the city. This plan responds to three key challenges facing metropolitan Turin today: overcoming the enduring effects of the global financial crisis; contrasting reduced public-sector spending capacity; and taking advantage of the establishment of a Metropolitan City authority. These challenges require a concerted vision and action plan capable of positioning the metropolitan area for a brighter future.

The fundamental paradigm shift of the third strategic plan is the centrality of the metropolitan dimension to every aspect of the process. The metropolitan area contemplated by the plan is responsible for roughly half of the GDP of the entire Piedmont Region and represents the economic engine of the greater Metropolitan City. It is within this area that many of the strategic regional assets and functions are based and where economic, cultural and social innovation takes place. And it is therefore here that game-changing projects for the entire Region and the country can take shape and be realised.

Metropolitan Turin 2025 aims to transform the metropolitan area into a “City of Opportunity”, a globally engaged hub that attracts and retains talent, generates innovation, and fosters entrepreneurship. The core assets of the “City of Opportunity” are its human and social capital, its universities and research institutes, and its enterprise. Our administration seeks to empower this broad range of stakeholders in the realisation of an inclusive and sustainable future.

In 2025 Metropolitan Turin will be a leading European city positioned for economic success on a global scale and offer unmatched quality of life and social welfare.





Transforming Turin

Twenty years ago Turin embarked on a sweeping transformation process in pursuit of new economic futures and a renewed identity. Facing a severe downturn in industrial production, city leaders recognised the structural dimensions of the economic crisis and bravely paired physical redevelopment with long-range strategic planning to successfully promote citywide revitalisation and economic restructuring.

The first major step in the journey came with the adoption in 1995 of the city's first new master plan in almost 40 years. The 1995 plan was based on a new, post-industrial identity and called for major transportation infrastructure investment, the reclamation and redevelopment of vast tracts of abandoned land, and the conversion of disused buildings for new uses. The City simultaneously embarked on major urban renewal projects in the historic core as well as in more peripheral areas.

Moving beyond physical transformation the City turned its attention to an innovative approach first pioneered by Barcelona, introducing strategic planning to the Italian context. The reassessment of the city's vocations through an inclusive and innovative rethinking process generated a bold new vision of a European metropolis filled with know-how. Turin's first strategic plan was adopted in 2000 and gave birth to Torino Internazionale, an organisation tasked with the promotion of the plan and guiding future strategic planning processes.

The strategic planning process was able to catalyse change on a grand scale by developing action-oriented public-private partnerships engaging economic, academic, cultural and philanthropic organisations in a shared vision of an attractive and globally connected

FIAT

1982

- Major FIAT Lingotto Plant Closes



1993

- First direct election for Mayor



1995

- Adoption of post-industrial city masterplan



1999

- Turin awarded the 2006 Olympic Games

international city. The transformation of the city from a company town to a vibrant cultural and innovation hub was punctuated by major milestones including the 2006 Winter Olympics and a number of other international events.

Building on the successes of the first strategic plan the City launched a new effort to consolidate progress and secure the city's economic prospects. Completed in 2006, the second strategic plan, Knowledge City, envisioned a future with Turin at the forefront of the global knowledge economy. However, just as the second plan was set to take off, the global financial crisis ushered in a recession that restricted implementation capacity.

In June 2012 Mayor Piero Fassino renewed the City's commitment to inclusive change

by initiating a third strategic planning effort to identify game-changing projects and build new coalitions capable of driving the next phase of the city's transformation. The Metropolitan Turin 2025 strategic plan represents nearly three years of work by over 500 people to build a new development agenda tracing the path to *Turin, City of Opportunity*.



2000

- *Turin's First Strategic Plan published*
- *Major urban renewal activities programme*



2006

- *XX Olympic Winter Games*
- *Turin's Second Strategic Plan published*



2011

- *150th Anniversary of Italy celebration*



2015

- *Turin's Third Strategic Plan published*

Cornerstones of Metropolitan Turin 2025



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While the first round of strategic planning was launched to develop a new vision of the city's post-industrial future, the second aimed to reinforce and solidify the city's economic restructuring to realise that vision. The third round of strategic planning, however, was launched as a local response to a sharp global crisis and a national economic recession that revealed structural challenges in the local economy, and this context shaped the framework of the entire planning process.

The most fundamental decision was to engage the metropolitan area of Turin, 38 municipalities in all, to join forces to confront crisis through a truly collective planning process. The area was defined based on the degree to which municipal administrations already partner to provide services jointly, their geographic contiguity and functional integration, and the interest shown by their administrations in the initial engagement stages. The metropolitan area they form has vast potential for growth and brings together numerous development drivers.

The need to engage a broad, cross-sector range of stakeholders capable of leading metropolitan change was clear from the outset. The third strategic planning process was therefore conceived to include:

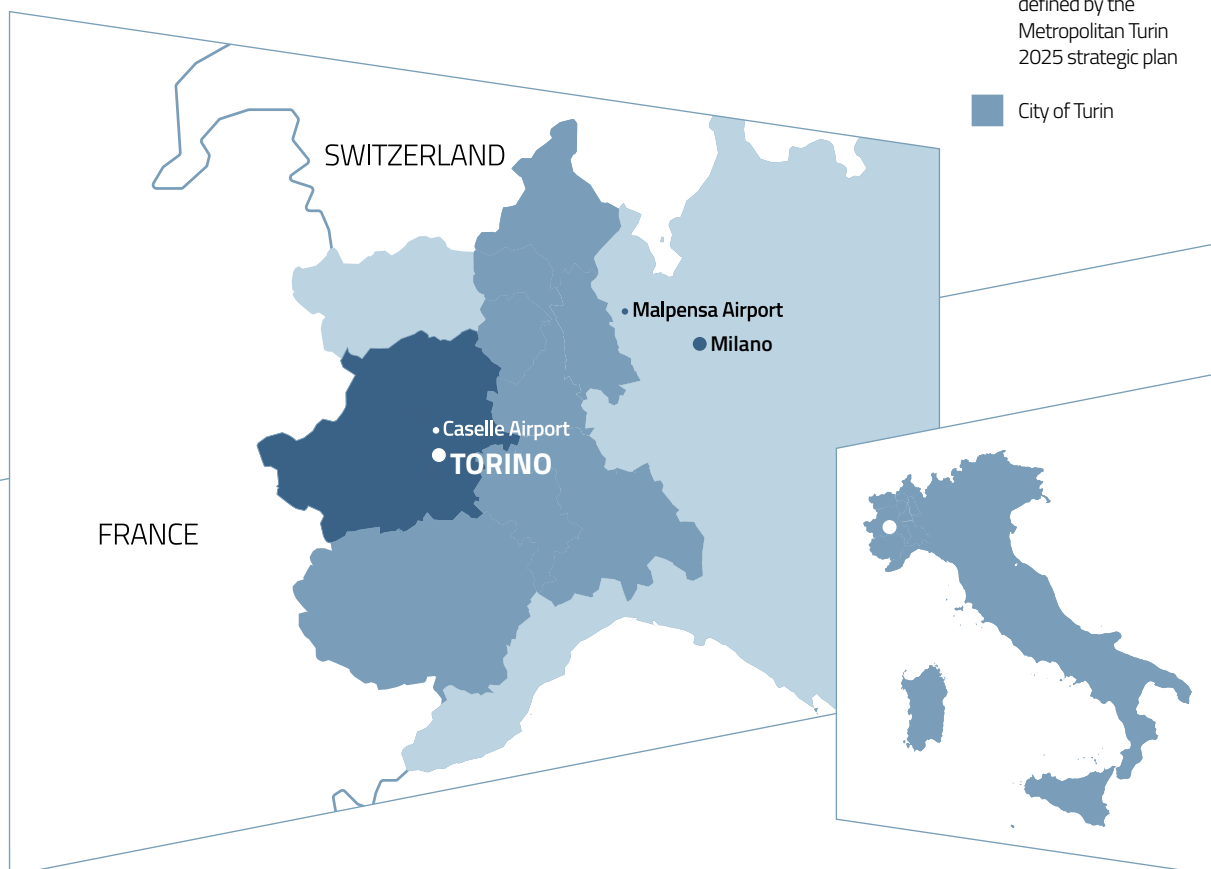
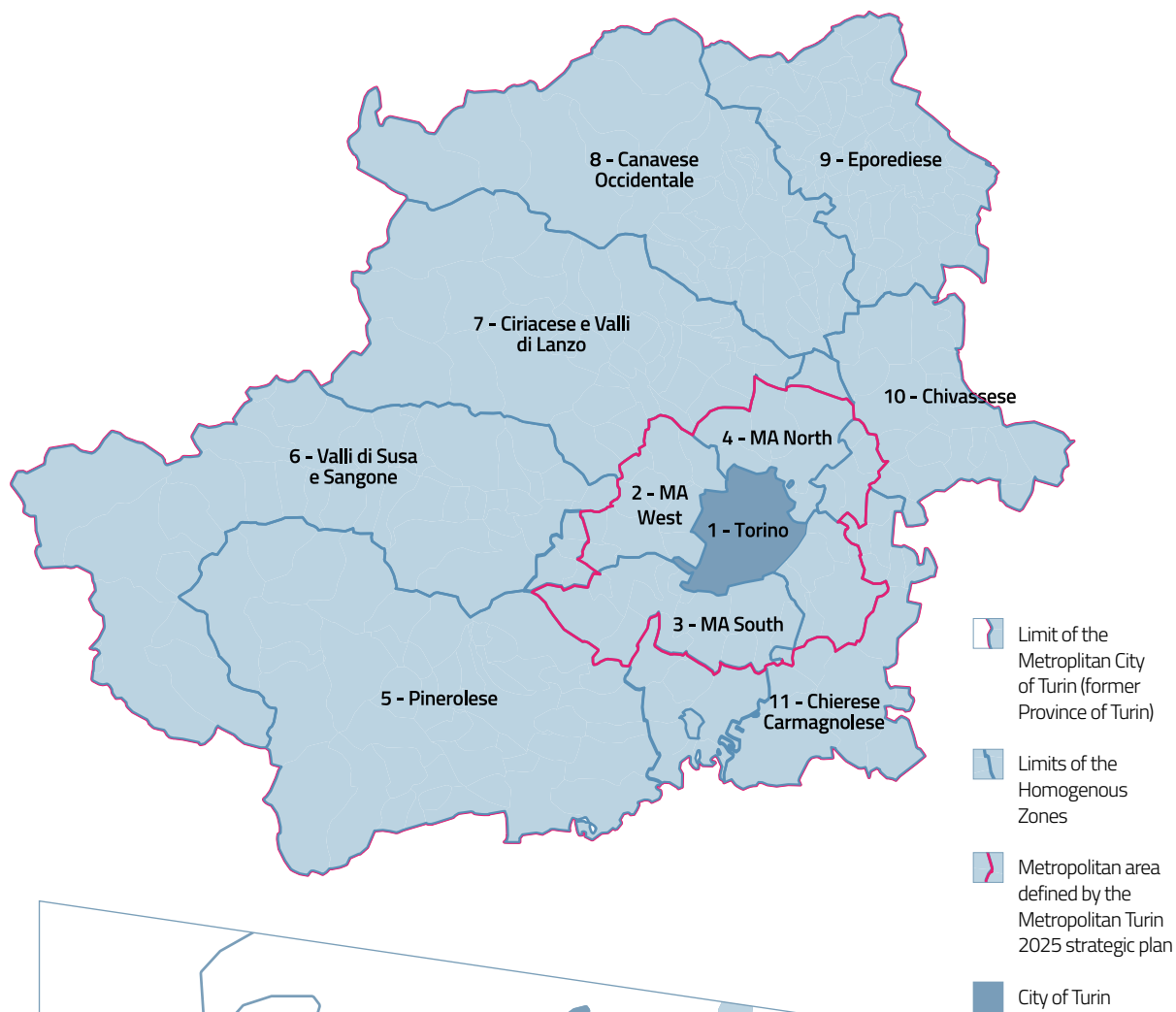
- the political leadership of the municipalities within the metropolitan area, so as to foster cooperation and the integration of services and functions;

- private-sector entrepreneurs to take a leadership role in developing and implementing the agenda to revive the metropolitan economy;
- academic, training and research bodies given their critical role in cultivating human capital and spurring innovation.

Given the limited capacity for public and private investment in the current climate, and a strong propensity towards identifying actionable projects, the plan focuses on improving the mechanisms and processes that generate economic growth rather than on capital-intensive infrastructure; in other words, the plan aims to upgrade the 'software of the economy' to facilitate entrepreneurship and enable growth across the board.

Inclusion and sustainability are 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 centre of its mission by laying the groundwork for an economy of opportunity. The City of Opportunity, therefore, must mean opportunity for anyone and everyone.

Finally, the third round of strategic planning was deliberately selective in its priorities. The focus is on the issues that stakeholders identified as most urgently requiring reform and innovation on a systemic level. Moreover, the consultative planning process necessarily reveals the priorities and reflects the expertise of the actors involved, which are broad and varied but not exhaustive.



Facts and Figures



Average per capita
annual income
€ 25,400



1.586.000
population

38
Municipalities



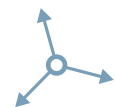
56%
of which
reside in
Turin (2013)



<70%
of the entire
Metropolitan City
(former Province
of Turin)



124,600
registered
businesses



5%
of national exports

6
major
conservation
areas



- Stupinigi Park
- Mandria Park
- Superga Hill Park
- Po River Greenway
- Sangone River Greenway
- Mount Saint George



312
square miles

- of which **50%** is agricultural
- **20%** is green and open space

<3 million 

*passengers annually
transit through
Turin Caselle
International Airport*



94,000

*university
students attend
the Polytechnic
University and the
University of Turin
combined*

- **15%** foreign students
at the Polytechnic University
- **5%** foreign students
at the University of Turin

84 

museums

including

- Venaria Palace
- Egypt Museum
- National Museum
of Cinema



Dozens

*of international
events*

including

- Salone del Gusto
and Terra Madre
- Turin International Book Fair
- Artissima
- Torino Film Festival
- MITO September
Music Festival
- Torino Jazz Festival



1.5 million

tourists in 2013



84%

*increase over the
past decade*

Assets

Leadership in high-value economic sectors

Turin's entrepreneurs lead in numerous high-tech economic sectors by capitalising on a rich local skills base and extensive manufacturing know-how. The historically strong automotive sector has evolved to take advantage of new global opportunities in advanced engineering, design and manufacturing. Meanwhile ICT start-ups spur innovation and the aeronautic, telecom and food sectors continue to maintain significant market positions.



Dynamic innovation ecosystem

The University of Turin and the Polytechnic University of Turin cultivate academic excellence through strategic overseas partnerships, attracting an increasingly talented pool of international students and scholars to advanced research facilities. Globally recognized start-up incubators provide a steady stream of innovators and makers with the services they need to launch new enterprises.

Strategic geographic location and infrastructure

Turin's strategic proximity to the major business centres in Milan, now connected by high-speed rail, and in Genoa, greatly enhances the business environment and expands the talent pool. Transportation infrastructure in this broader region includes Turin's own international airport, an inter-modal cargo port, rail and road connections to the rest of Europe through Switzerland and France, and access to global shipping through the port of Genoa. Turin's position will be further strengthened by its location at the centre of the high-speed rail corridor currently under construction in southern Europe.

Cultural heritage and spectacular landscape

The growing visitor economy capitalises on the city's wealth of cultural assets centred in the historic district, as well as on a globally recognised museum scene comprising art, design, and film. In addition to this rich patrimony, the Turin metro area is situated within a uniquely panoramic landscape that offers convenient access to the Alps, the Ligurian coast on the Mediterranean Sea, and the oenogastronomic basin of the Langhe food and wine region. These assets contribute as much to the tourism economy as they do to quality of life.

Deep social safety network

Turin boasts a longstanding tradition of innovation in social service delivery. A broad range of public entities and socially-oriented charitable, philanthropic and volunteer organizations comprise a strong social safety network. Historically this safety net has been capable of helping ease distress and avert social crisis.



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Challenges

Global economic restructuring

The widespread economic growth that sustained Turin's transformation through the mid-2000s was abruptly interrupted by the global financial crisis and the accelerated global economic restructuring processes which ensued, leaving much of southern Europe in recession.

National barriers to investment

Notorious bureaucratic hurdles at the national level decrease competitiveness generally and limit business start-ups while discouraging inward investment and diverting local capital to foreign markets. Political uncertainty since the onset of the financial crisis has further deterred foreign investors and the negative economic outlook has weakened the supply of debt-financing, hampering recovery.



Slowed manufacturing

The metropolitan economy, which continued up until the recession to boast significant industrial and manufacturing output, has been particularly hard hit in the transportation/automotive, metal products and textile industries. Decreased industrial output is worsened by a significant decline in professional services which have historically helped absorb manufacturing job losses during previous recessions.

Reduced public spending

The 2008 crisis also precipitated austerity measures across Europe, drying up national public financing and imposing tight spending limits at the municipal level. In the Turin metropolitan area reduced public financing, combined with high debt-service from previous infrastructure and redevelopment investments, has created a context of severe austerity.



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Ageing population and increasing demand for social services

The recent decline in economic opportunity in has fuelled emigration from the Turin metro area, causing a demographic shift towards an increasingly ageing population. In combination with rising unemployment the demand on already strained social services is outstripping capacity.



Opportunities

Leveraging the new Metropolitan City

The Italian state recently created new metropolitan governments in Italy's 10 biggest cities. A unique opportunity exists to make the most of this historic moment to mould Turin's new metropolitan authority to promote greater integration, cooperation and efficiency in the metropolitan area.

Promoting integrated financing mechanisms

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The current phase of strategic planning coincides with both the establishment of the new Metropolitan City of Turin and the start of the 2014-2020 round of European structural funds. This round introduces new funding mechanisms designed to promote the coordination of diverse but complementary actions utilising various funding programs simultaneously. This represents a unique opportunity to match actionable projects in the strategic plan with available funding streams to implement a comprehensive vision.

Innovating together

The shifting institutional geography combined with limited public financing is generating opportunities to engage new stakeholders and foster new leadership at the metropolitan level. The Metropolitan City will be able to leverage partnerships with private sector actors to innovate together in developing new systems, networks, and processes for a more competitive region.



Vision: Turin, City of Opportunity

In 2025 Metropolitan Turin will be sought after for its openness to personal and entrepreneurial initiative, a friendly, enabling and productive environment in which anyone can accomplish his or her goals; in short, a *City of Opportunity*. Permeated by a 'can do' attitude, Metropolitan Turin will be a thriving metropolis that encourages innovation and development, a European economic powerhouse built on broad leadership capable of leveraging resources and expertise into competitive assets.

Forward-looking and resilient, yet backed by its economic, academic and social traditions, Turin will be a capital of new manufacturing, advanced services, research and innovation. It will have consolidated its vocation as a cultural, event, sport and gastronomic capital and be prized for a high quality of life and unique environment.



*In becoming the City of Opportunity
Metropolitan Turin aims to:*

- *Support entrepreneurship and new business starts*
- *Foster employment growth*
- *Increase R&D and scientific innovation across the board*
- *Increase domestic and international investment*
- *Reduce inefficiencies in public services*
- *Generate human capital and attracting talent*
- *Capitalise on cultural, artistic and touristic assets*
- *Increase quality of life and social inclusion*

The Metropolitan Turin 2025 Strategic Plan identifies two key strategies to achieve its vision and objectives. One is to further develop metropolitan governance, progressively extending the integration of policies and services across the entire metropolitan area. The other is to drive economic growth

by promoting private-sector leadership and maximising new public-private partnerships capable of leveraging existing assets in innovative ways. Implementation of the plan through the realisation of actionable projects will ensure a more sustainable and inclusive future for residents and visitors alike.

Strategy 1: Metropolitan Governance

The Turin metropolitan area is a complex, highly integrated web of systems, functions, and networks. The economies of these 38 municipalities have been tightly intertwined for decades, and their competitive edge is derived from the sum of the whole rather than individual parts. Extensive transportation infrastructure across the metropolitan area and beyond ensures the connectivity necessary to sustain the rich web of interactions. The environment, including the landscape assets and green infrastructure, provides ecosystem services and recreational opportunities for all. The cultural and academic institutions are common to the entire area, as are the tourist attractions.

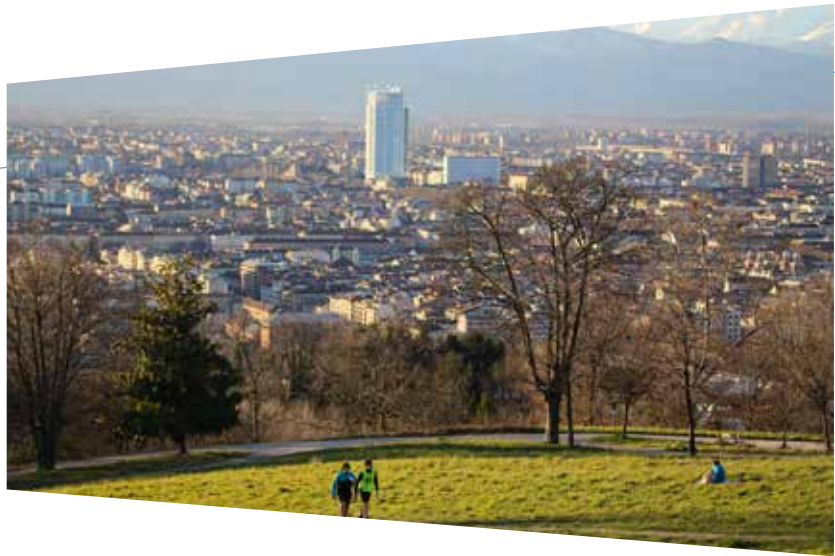
Turin has made great strides to integrate specific services and utilities across the metropol-

itan area throughout the transformation process, from transportation to energy and water provision. Continuing on this path by building upon these and promoting new initiatives will add value for communities and entrepreneurs alike. Areas mature for greater coordination among municipalities include land use policy, simplifying administrative procedures, economic development, investment attraction, and programming for sustainability.

The benefits to be gained from greater integration are many: economies of scale; agglomeration value and critical mass; strategic investment prioritisation; efficient management and greater transparency of operations; sharing and dissemination of expertise and good practices; greater visibility and overall strength of the Turin brand.



Any approach to economic development must be designed and coordinated at the metropolitan level.



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Strategy 2: Enabling Growth and Development

The second strategy seeks to reinvigorate economic restructuring processes by enabling growth across the board. The objective is to create the conditions that enable economic development in all sectors and at all levels.

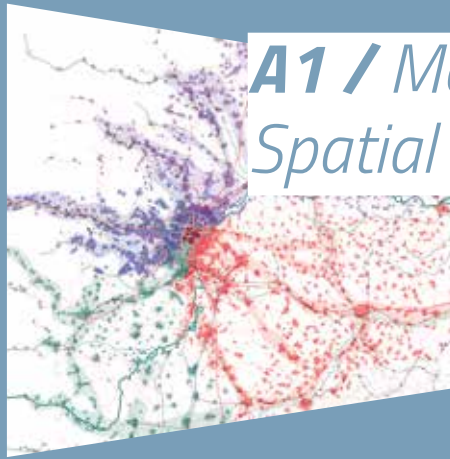
This strategy emphasizes the critical role of entrepreneurship and the value of human capital to a dynamic, business-friendly and stimulating economic centre. Focusing in on catalytic projects capable of improving the 'software' of

the economy will nurture the broadest possible range of entrepreneurial and personal initiatives.

The enabling factors with the greatest promise for the metropolitan economy include: attracting talent; promoting investment in new and innovative ventures; streamlining local bureaucracy; maximising the local impact of public spending; increasing the skill base of the metropolitan workforce; and improving mobility and local attractiveness.



Building Metropolitan Governance: Action Plan



© Daniela Gambino

A1 / *Metropolitan Spatial Plan*

Turin must adopt a tool to set strategic priorities for physical development in order to fully capitalise on the development potential of the entire metropolitan area. Such a tool – a metropolitan spatial plan to guide investment and development, both public and private – necessarily requires broad consensus and must be the fruit of a complex multi-stakeholder planning effort led by the Metropolitan City. A primary objective of this planning process will be to valorise the unique vocations of diverse areas of metropolitan Turin equitably.

A2 / *Metropolitan Economic Development and Investment Agency*

Metropolitan Turin will need to communicate a strong value proposition concisely and effectively, and deploy a team capable of successfully stewarding potential investors. The Metropolitan Agency will be a lean and agile agency with a mission to identify, pursue, manage and close on investments in the metropolitan area, specifically in its firms, new ventures and development projects. The agency will be tasked with mapping investment opportunities, developing investment packages, providing tailored services for simplifying and facilitating investment, and developing highly effective communication tools.





A3 / *Integrated Metropolitan Mobility*

Achieving a distinctly efficient, equitable and sustainable transportation system will require an expansion of the mandate of the Metropolitan Mobility Agency to oversee the entire transport sector, including private and alternative forms of transportation. The objective in empowering a single body to develop, manage and monitor public and private transport networks comprehensively is to overcome fragmented policy making and implement sustainable mobility plans on a metropolitan scale.

A4 / *Metropolitan Green Crown Agency*



The Piedmont Region's 'Green Crown' programme has proven an extraordinary tool for reinforcing, expanding and increasing the quality of green infrastructure within the metropolitan area. The scope of the programme will be expanded to ensure even greater coordination in: management and maintenance of green areas, promotion and communication, awareness-raising and education, implementation of public health initiatives, and broadening partnerships with the private-sector and non-profit organizations. The initiative will require increased involvement of municipal councils and the Turin Metropolitan City authority.

A5 / *A More Sustainable Metropolis*

To make a significant commitment to sustainability at the metropolitan level requires the capacity to take local initiatives to scale and coordinate innovative practices across the area. Metropolitan Turin will see 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 and to share best-practices throughout the region.



A6 / Streamlined Public Administration



Simplifying administrative processes will be key in supporting new business starts, promoting investment, and improving the quality of life of residents across the metropolitan area. A metropolitan Streamlining Task Force will serve as an official, open channel between enterprise, citizens and public administration for prioritizing target areas and innovating in cutting red tape. The task force will engage a wide array of stakeholders—government agencies, businesses, trade and industry groups, professional associations and the justice system—to establish best practices and disseminate tools and skills.

A7 / Integrated Social Services

In order to increase access to high-quality social services a metropolitan Welfare Task Force will develop a roadmap towards gradual integration of social services at the metropolitan scale. The process will require close collaboration between municipalities and the Piedmont Region to share analyses and information and to collectively develop new processes and programs. The goal is to move towards a Welfare 2.0 model capable of maximising partnerships with the private and non-profit sectors to increase and sustain social welfare.



A8 / Aggregated Public Finance

Economic and demographic geographies defy strict municipal boundaries in Metropolitan Turin. A more integrated system of financing for public services will increase local capacity to identify and respond to emerging needs more rapidly, effectively and efficiently. Building on an existing array of municipal collaborations Metropolitan Turin will restructure administrative procedures and public offices to most effectively integrate public finances and provide the highest level of service throughout the metropolitan area.



© Giuseppe Bressi



Enabling Economic Growth: Action Plan

B1 / *Places For New Economies*



© Bruna Biamino

Metropolitan Turin needs to turn its attention to valorising its large stock of smaller-scale obsolete industrial sites with a view to rationalising, upgrading and adapting for new manufacturing and other uses. This will require the remediation of greyfields and brownfields, renovation of disused structures, and the development of venues for new forms of production, such as co-working spaces and fab labs. This project aims to comprehensively map physical assets, promote uses compatible with new economies, and develop investment mechanisms to match supply and demand.

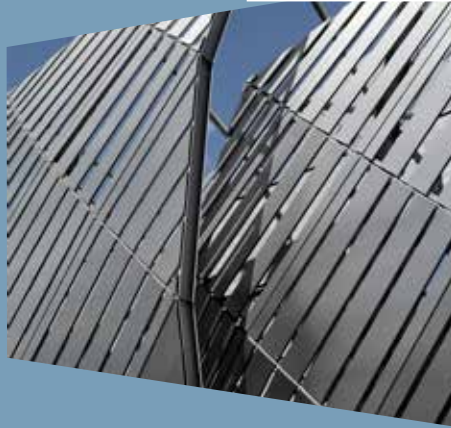
B2 / *Revitalisation of Public Spaces*

Metropolitan Turin must promote greater physical connectivity and attractiveness in formerly peripheral or suburban areas. To do so the plan proposes 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, mixed uses in public areas, minimising the impact of poorly integrated infrastructure, improving and activating underutilised green areas, promoting bicycle and pedestrian friendly environments, and introducing innovative community management and maintenance models.



B3 / *AcceleraTO*

© Antonio La Grotta



To flourish as a centre of innovation and entrepreneurship Metropolitan Turin will need to cultivate an innovation ecosystem capable of attracting, generating and retaining new business start-ups. AcceleraTO will be the name of a venture accelerator programme focused on identifying nascent businesses to support with tailored management services, helping them expand their foothold in the market and reach critical mass to grow quickly. Working closely with university and private incubators various acceleration programs would be activated to spur the development of nascent ideas into initial prototypes, and to help close the gap between promising businesses and investors.

B4 / *Turin Management School*



As an international business hub Metropolitan Turin is called on to meet a growing demand for top-level business administration training both locally and regionally. The Turin Management School will provide local businesses with home-grown, highly-skilled management professionals to capture new opportunities to internationalise, innovate, increase productivity, and promote generational turnover. The school will tap into the international higher-education market and draw talent globally.

B5 / *School-to-Work*

© Dunja Lavecchia



Fostering a direct link between education and the workplace has never been more imperative than in today's highly-skilled marketplace. To solidify this connection Metropolitan Turin will promote a series of actions in three strategic areas: ensuring extensive orientation programs to educate students about the professional opportunities associated with degree paths; creating networks between the private sector and university programs to ensure applicability of coursework and relevance of research objectives to employment opportunities; greater support to vocational training programs that can be tailored to specific industries and respond to a continuously evolving marketplace.

B6 / Open Access Lab

A true innovation centre must promote new models of co-investment and co-use of research infrastructure among businesses, universities and public-sector organizations. The aim of this project is to systematise the extensive R&D infrastructure of the metropolitan area into one network to provide streamlined access across sectors, maximise the use of existing infrastructure, coordinate future investments, and boost productivity. Metropolitan Turin's extensive research infrastructure system will become a key attractor for new talent and investors.



© Dunja Lavecchia

B7 / LabTO



To prepare the next generation of researchers, innovators and producers, Laboratory Turin will promote partnerships between local manufacturing firms, the Ministry of Education, and vocational institutes to sponsor the upgrading of high school science labs and open them beyond ordinary school hours. The initiative will see the introduction of advanced technologies into schools such as 3D printers, tools and processes for fast prototyping, and open source hardware and software. Skill development will aim to increase absorption within research and labour markets upon graduation.

B8 / TalenTO



In an increasingly globalised world where talent is as mobile as knowledge and capital, standing out as a City of Opportunity means being capable of attracting, cultivating and retaining talent in the face of regional and international competition. Metropolitan Turin will need to take stock of its existing assets – from academic specialisation and leadership in entrepreneurship to quality of life and environmental resources – and determine how best to distinguish itself from other regional and European centres. The next step will be to prioritise critical opportunities to increase attractiveness among specific target groups.



© Giuseppe Bressi

B9 / *Experience Turin*

Metropolitan Turin will take advantage of the extraordinary wealth of unique cultural, environmental, gastronomic, manufacturing and sports resources to attract people and talents from all walks of life. Experience Turin is a new business venture focused on identifying, organising and promoting experiences to attract target audiences – such as tourists, students, and talented professionals – to the Turin metropolitan area to help grow the economy. The menu of experiences and services offered will vary widely based on the specific target group but 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.



B10 / *Bilingual Turin*

A city presenting itself to the world as a leading innovation and cultural hub must be able to communicate with and relate to the outside world confidently and openly. Bilingual Turin is a proposed action plan driven by a wide range of local players – schools and training institutes at all levels, universities, businesses, public administration, and the hospitality sector to name a few – to develop a truly bilingual environment that is inviting and welcoming to an increasingly global community. The objective is to promote the acquisition and use of second languages, English in particular, to cater to visitors, businesses and foreign residents alike.



B11 / *One-Stop Business Portal*

Metropolitan Turin needs to be efficient for business if it is to be a fertile field for new ventures and innovators. The One-Stop Business Portal will offer a single digital interface for managing communication and information exchange between government bodies and businesses. The project will standardise existing web portals and integrate public databases to reduce redundancies, boost the efficiency of data gathering and fast-track compliance processes.

B12 / *Digital Ecosystem*

Increasing competitiveness means promoting every opportunity to create efficiencies and to spur innovation by going digital. Metropolitan Turin will create an action plan for digitising a wide spectrum of publicly gathered data and making it available for public and entrepreneurial uses. In addition to increasing transparency in the public domain this initiative will create new opportunities for more effective and efficient service provision and for social entrepreneurship. The four strategic areas for open data projects are healthcare, environmental management and energy sustainability, workforce training and job creation.



B13 / *Social Innovation*

New models for the provision of social services based on a more business-oriented approach and the use of new technologies, are critical in this era of reduced public spending. By supporting new social entrepreneurship and promoting networking and collaboration opportunities across all sectors, Metropolitan Turin can position itself as a laboratory for social innovation. The project will support a new business accelerator designed to help businesses offering social services in innovative ways to get on their feet and grow.



OrtizAlti Studio 999 / © Michele D'Ottavio

B14/ *Buying Smart*

Metropolitan Turin must maximise opportunities to use public-sector purchasing power to drive local economic growth and advance social inclusion and sustainability objectives. Through the coordination of innovative, environmentally-friendly procurement practices across the metropolitan area and among various governmental bodies Metropolitan Turin can support an emerging green economy and local innovation.



B15 / *Regeneration of Urban Spaces*

In an era of austerity and institutional flux leveraging public sector investments through innovative public-private partnerships is critical in maintaining a cohesive social fabric and physical environment. Metropolitan Turin will promote the development and implementation of new approaches to community revitalisation based on the engagement of a broad range of partners to boost financial feasibility and define new management models.





B16 / *New Affordable Housing Models*

Meeting growing demand for affordable housing has never been more challenging. Yet new models of cooperative housing, public incentive schemes, private and philanthropic partnerships, and patient private investment continue to emerge. Metropolitan Turin will support the implementation of such new models of affordable housing and spur continued innovation, including in new management models to valorise the vast stock of unoccupied housing.

B17 / *Active Citizenship*

National administrative reform is creating new opportunities to foster a dynamic relationship between public administration and citizens through more active citizen engagement in the delivery of public services and the management of public goods and spaces. Metropolitan Turin will pioneer new models of citizen engagement in jointly designing, implementing and evaluating policies, programs, investments and partnerships that foster shared responsibility among citizens and the public administration.



B18 / *Metropolitan Mobility Information Platform*

Increasing efficiency for businesses and quality of life for people also means continuously improving the metropolitan transit system. An ambitious milestone for Metropolitan Turin will be the development of a single technological platform to gather, monitor, interpret and communicate metropolitan mobility information beyond traffic conditions, including cycling access, bike and car sharing systems, and parking availability. The goal is to enable people on the move to assess alternatives in getting from one place to another on the basis of real time information including travel times, costs, and environmental impact, and access those means through a single digital information system.

B19 / *Logistics for a Greener Metropolis*



Metropolitan Turin will redefine the logistics environment of the metropolitan area through an expansion of the Turin Smart City 'Clean transport of goods and cargo' project. 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.

B20 / *Smart Metropolis*

The metropolitan city of the future will take advantage of technological innovation to deliver higher quality services more efficiently and sustainably. Metropolitan Turin will assess the extensive agenda of SMART city projects developed by the City of Turin to determine which projects can be scaled to the metropolitan level to maximise benefits and achieve greater efficiencies. These projects, which will be coordinated by Turin SMART City and implemented by individual municipalities, will focus on five key sectors: energy, mobility, integration, inclusion, and life & health.



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B21 / *Metropolitan Food Commission*



An extraordinary culinary and oenological tradition, combined with the capacity to produce and provide unparalleled access to quality food, distinguish Metropolitan Turin as a gastronomic capital. Building on these assets to develop a globally recognised metropolitan food system requires a broad, comprehensive coalition of actors and stakeholders. Representing every link in the supply and demand chain the Metropolitan Food Commission will serve as an industry and sector forum, an advocacy channel, and a support platform for advancing projects. Its primary aims will be to continuously increase the quality and reach of the food system, support livelihoods, spur innovation and build global recognition to make Turin a food destination.

Complementary Strategies in Development



Turin University and Innovation 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 Turin's two main universities are jointly implementing two high-profile projects.

One is the 'Turin University City' program promoted by the City of Turin, which seeks to leverage shared infrastructure by encouraging joint investment opportunities and partnerships with other local entities. Investment plans include the development of shared venues, a sustainable university campus project, and a University City Master Plan with 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, territorial studies, the humanities and social sciences, social enterprise and welfare.

In order to secure its place in an ever shifting global knowledge economy, Metropolitan Turin will need to collaborate closely with academic institutions to confront three major challenges: increasing the percentage of the metropolitan population with degrees in higher education; achieving international research benchmarks in fields of particular strength and developing partnerships with other major European research institutes; and promoting the transfer of knowledge and technology between universities and the private sector to increase the competitiveness of the metropolitan economy.

Turin International City

As people and capital become increasingly mobile, Metropolitan Turin must attract new talent and financial flows to maintain its position as an international city.

Almost all the major economic actors in the metropolitan area have an internationalisation policy and interact frequently with international organisations, whether through periodic events or stable forms of collaboration. To respond to a growing international demand for high-quality products and high-value services, and to attract capital, goods and talent, a plurality of policies and actions must coalesce into a strategic framework that establishes and builds on certain pillars.

A collective metropolitan strategy must, in particular, address three key areas: what Turin offers the world (products, services, and skills);

what Turin attracts from the world (people, resources, and capital); and how Turin embraces the world (the extent to which it is open and multicultural).

Building on existing assets, the internationalisation strategy will pursue opportunities to: leverage relationships with countries of origin of foreign born residents, whether immigrants, students or top level managers; support the strong entrepreneurship of foreign born residents; promote inward foreign investment to support local enterprise; attract foreign visitors and students; promote knowledge of multiple languages, particularly English; improve international connectivity by either promoting increased traffic through Turin Caselle International Airport or developing a high-speed connection directly to Milan Malpensa International Airport.

Inclusive Turin

In order to remain a competitive and attractive metropolitan area Metropolitan Turin must first and foremost focus on the well-being of its citizens. The strategic plan focuses on metropolitan governance and catalytic projects capable of spurring economic development to ensure that opportunity exists for the employment of all citizens, promoting social inclusion through economic opportunity.

While promoting economic development, and consequently employment growth, is the key to an inclusive city, Metropolitan Turin must also advance and innovate in areas related to social cohesion. In particular it will be critical to support vulnerable social groups throughout the economic restructuring process that is underway and that will continue to reshape the regional economy.

This means ensuring that individuals and families continue to have access to vital social services and to the means to redefine their economic prospects in the short and medium term.

To stay ahead of emerging social challenges in the context of financial austerity, Metropolitan Turin must develop a new framework for the delivery of vital social and welfare services. A critical factor will be the ability to engage the private sector in innovative ways, particularly in initiatives to retrain workers and provide training-to-work opportunities. Just as critical will be the ability to work together with an increasingly important non-profit sector in innovative partnerships capable of leveraging resources and adapting to local needs.



Torino Internazionale

Torino Internazionale was founded in May 2000 to lead Turin's strategic planning initiatives by mobilising local stakeholders in the development of strategic plans, and to promote and monitor their implementation. Presided over by the Mayor of Turin and of the Metropolitan City of Turin, the association counts 85 members inclu-

ding local municipal administrations and public bodies, universities, cultural institutions, labour unions, trade groups, professional associations and local enterprise. A small staff manages the organisation's day to day operations while broadly representative organs of governance oversee strategic planning processes.

Organisational Structure

ASSOCIATION

President

Piero Fassino

Mayor of Turin and of the
Metropolitan City of Turin

Vice-president

Valentino Castellani

Director

Anna Prat

BOARD OF DIRECTORS

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METROPOLITAN TURIN 2025

THEMATIC COMMISSIONS

Roberto Montà

Mayor of Grugliasco

Coordinator of the Metropolitan Area Commission

Davide Canavesio

CEO of SAET S.p.a.

Coordinator of the Local Economic Development

Commission

Methodological Notes

The first round of stakeholder engagement began with outreach to members of the association and a diverse array of public and private stakeholders, and to a task-force of rising talent and leaders. This initial phase led to the creation of two commissions: the Local Economic Development Commission brought together 60 public and private-sector entities, while the Metropolitan Area Commission represented the political leadership of the 38 municipalities in the metropolitan area, the Province of Turin and the Region of Piedmont. In 2013, the two Commissions expanded the consultation phase through the establishment of 8 thematic working groups composed of additional local stakeholders, issue experts, and technical teams.

Through facilitated dialogue, stakeholder interviews, focused research, and the benchmarking of international best practices the working groups tackled the priority issues identified by the Commissions: investment attraction and

promotion; local attractiveness; human capital; business friendliness; quality of the urban environment; economic development hubs; metropolitan mobility; and green infrastructure.

While the working groups identified critical challenges and developed action plans four panels were set up to explore complementary strategies to advance social welfare, internationalise, and take the next steps towards becoming a university city and a food capital.

An Advisory Committee consisting of four local and five international experts from the OECD steered the work of the commissions and the respective working groups, while two professional teams provided technical support.

A total of 230 entities and approximately 500 individuals participated directly throughout the process, and many more contributed indirectly in the development of the plan.



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Undesign

EDITING

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PHOTOGRAPHY

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Torino Internazionale

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The background is a solid blue color. Overlaid on this are several white geometric lines that form a series of interconnected, irregular polygons. These lines create a sense of depth and structure, with some lines extending from the left edge and others forming a large frame around the central text.

**Metropolitan Turin 2025
envisions Turin as a "City of
Opportunity": a welcoming
community and attractive
city that encourages
innovation and values
inclusivity and sustainability,
an environment in which
anyone can pursue and
realise his or her personal
goals and professional
aspirations.**