



Torino Internazionale

Piano strategico per la promozione della Città

Associazione Torino Internazionale
www.torino-internazionale.org

The strategic plan of Torino

2000-2010



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PART I
The City Plan



1. THE REASON FOR A STRATEGIC PLAN

Cities live on economic and cultural relations with the outside world, they are nodes in a network of other cities and territories. Until the middle of the 20th century, networks had a regional or at most a national dimension; today they have been extended to a planetary scale, they are connections and ways of access to far away markets and societies, at the same time breaking down barriers on a regional and national level. In the new conditions, every city and its metropolitan area has to find a strong position rapidly, specialising what it has to offer so as to co-operate with complementary cities and to compete successfully with rivals. The strategic plan is the instrument which cities adopt nowadays to identify and put into practice whatever is necessary for growth in the new world context.

Torino's Strategic Plan is generating interest and participation by political, economic, and social actors alike, in relation to choices concerning:

- a shared vision for the city in the near future;
- economic projects of international importance, to guarantee the future of local society;
- projects to improve the quality of the urban infrastructure and social cohesion.

The success of the operation depends on its ability to assert the cultural, economic and social values of the city as specific competitive advantages. In the first place, the strategic plan is an act of trust in ourselves and expresses the intention to build on the resources and innovative abilities of local society. Attracting new energies and capital from abroad means the possibility of opening, activating and cultivating appropriate international networks with intelligence. A modern city is a complex and varied system of activities. This is why it is necessary to consider how to strengthen a number of lines of development and make them compatible. This requires organisational capacity and new ways of bringing varied interests together through shared, long-term decisions. Action by the public administration alone is not enough; the active involvement of the citizens as a whole is necessary, in a climate of co-operation.

On the other hand, the city lives and develops through intertwining autonomous initiatives where freedom to put forward suggestions and the capacity for innovation have to be recognised and supported. This is why the Plan is an open scheme, always open to revision; the possible lines of intervention are not definitive, as it also calls on the autonomous initiative of the city's many actors.

Strategic action requires work at different scales.

- **ON A GLOBAL SCALE**, support needs to be given for accessibility to far away markets, to specialised information systems, to places of high cultural production, to two-way exchanges. Local actors have to be helped in the possibility of participating in international networks of economic, scientific and cultural co-operation, and need to see the development of this participation as a priority; it is part of the same access objective, agreed between public and private, local and foreign actors, on development programmes foreseen and financed by international bodies, in particular the European Union. In general, cities today have adopted a "foreign policy", and the means to implement it.
- **ON A REGIONAL SCALE**, it is necessary to extend the organisational functions and promotion of the territory of which a city is historically the capital, because the possibility of common success depends on the activation of the area as a whole, according to its vocations; infrastructure for development, the location of universities, intermodal transport centres, airports, and hospitals are questions



which often concern a number of municipalities in the regional area. Strategic and organisational possibilities are, however, also defined beyond the traditional narrow confines: macroregions are in fact forming, stretching beyond national borders which are less and less significant nowadays with the construction of the European Union.

- **ON A LOCAL SCALE** the main actions of the Plan have been defined. Constant attention for the city and the ability to identify objectives shared by public and private actors for long-term investments is the fundamental strategic objective. A warning: the cities to which we refer nowadays are extensive metropolitan areas, which have to find their own ways of thinking and organising themselves whilst respecting the different local communities. This is already happening all over the world.

Torino's role in Europe is helped by its geographical location, at the crossroads of important axes of development and traffic corridors in a high quality natural environment. This favourable position is accompanied by active participation in networks of co-operation with other European cities in institutional, economic and university spheres. The regional context is solid. The metropolitan area of Torino, one of the biggest in Italy, is the axis of an industrial Piedmont founded on big business, an industrial Piedmont of small and medium-sized business, a Piedmont of tourism, and an agricultural Piedmont. The Alpine macroregion is a strong European area in which Torino has historically had a central role. This is an area that is recognising and taking advantage of its common economic and cultural resources: Torino, the largest European city at the foot of the Alps, is its natural capital, and must be able to fully construct this nascent regional aggregation. Comparative studies of European cities indicate that Torino is around the middle of the continent's hierarchy and that, as with other cities, it must undergo a phase of conversion and diversification; many of these, which are nowadays in competition, have adopted a strategic plan: these comparisons led to the awareness that the same path had to be followed. At the moment of launching the preparation of the Plan, the Mayor declared on the 29th May 1998 in the Council Chamber that:

The start of studies for the Strategic Plan for the international promotion of Torino is happening now not just as a logical consequence consistent with the Administration's policy approach, but also as a preventive response to the real danger, in the absence of adequate decisions, of remaining on the margins of a movement of renewal that sees the most active urban European administrations launch programmes and projects to improve their visibility in the international arena (...) The local government's decision to draw up a Strategic Plan for Torino is in harmony with the growing interest that national and European institutions have for what is the greatest heritage in the continent of Europe: its cities, full not just of problems but also of history, infrastructure and resources. (...) The advantages that Torino and its entire territorial system will be able to offer will become decisive for the development of the city and of all of Piedmont. For these reasons, the Administration maintains that this is the moment to broaden the promotion of the city on an international level, and it intends to gather the city's best components around this objective.

In around twenty months of work, the Plan enabled the collection of the suggestions from the city's main institutional, social, economic and cultural actors in a far-reaching development perspective. The people of Torino are ready to sign an agreement for the promotion of the city.



2. HOW IT WAS CONSTRUCTED

The Development Forum launches the Plan

A strategic plan is not a list of requests sent by a community to its administrations; nor is it a book of dreams; it is rather a type of agreement between everyone responsible for a development path recognised as possible and shared, where everyone is held responsible for their own part.

Strong direct participation of the community in the construction of the Plan is the keystone in a project aimed not just at outlining a precise objective, but also at channelling human and economic resources towards it. The encounter, even the conflict, of everyone's values and interests is necessary for a project to move forward. The general point of reference for the management of Torino Internazionale is represented by the Development Forum, which began the project. This body, constituted by the City administration to construct a forum for debate on the initiatives and major issues which concern Torino, is made up of thirty members who represent the city's most significant economic, social and cultural forces.

The Development Forum proposed that a number of Italian and foreign experts should form an Advisory Board that would guarantee the correctness of procedures and the cultural foundations of the Strategic Plan for the promotion of the city. Subsequently, on 29 May 1998, the Mayor invited representatives of civil society's associations and organisations to co-operate in the drafting of the Strategic Plan, thus establishing the project's Advisory Board.

The diagnostic phase

The work began with a diagnosis of Torino's socio-economic, urban and environmental situation. Researchers from the city's most important research institutions presented the available data and developed hypotheses on medium-term trends. At the same time, involvement of the local population began: more than four hundred questionnaires were in fact sent to representatives of companies, institutions and associations, who were asked for their views on the state of the city, its strengths and weaknesses.

Furthermore, Censis was commissioned to undertake an international survey of images and perceptions of the city. In October, the researchers' diagnosis and the responses to the questionnaires led to the publication of *The fundamental facts*, analysing in detail the situation of Torino. In December 1998 the volume *Towards the plan* was drawn up, to give a synthesis of the initial vision of the Torino area. On the basis of the results of the diagnostic phase, the Advisory Board proposed, in a plenary session held on 2 December 1998, an overview of the general working hypotheses for Torino in 2010 to the Development Forum.

The working groups

Nine working groups, constituted for the lines of in-depth analysis put forward by the Advisory Board, were brought together to draw up precise suggestions on what was to be done, and to improve or create networks of co-operation, information and the possibility of dialogue between those concerned. The nine groups, co-ordinated by authoritative presidents drawn from civil society, met repeatedly during December, January and February, involving over a thousand qualified and representative people. At the conclusion of this first round of work, approximately a hundred action proposals were suggested, all catalogued with the indication of the proposer, the resources needed, locations, competitive advantages and implementation schedule. These actions, to which were added the proposals made directly by the Advisory Board and others that emerged from the Mayor's meetings with the Forum representatives and local institutions, were presented to the Consultative Council meeting on 24 March 1999. This time, the work was re-organised by the Advisory Board in six strategic lines: in the months of April and May the proposals were looked at in detail, so as to present the most homogeneous framework possible. They have



also been integrated with some new projects, which only appeared on the city's horizon at the beginning of 1999: the Plan is not in fact a rigid one, but requires every action to be in harmony with an overall vision of the city. The same groups, redefined from nine to six, did this job, in part with public assemblies, in part with specifically targeted meetings. At the end of May, the complete picture of the city's competitive offer was put to the Advisory Board, which, after some formal corrections, submitted it to the Mayor and the Forum, who then had the task of ratifying and putting them to the signature of potential subscribers. On the 14 July the Forum gave its full consent to the draft of the final document, which was further perfected in the following months.



3. WHO IS IT FOR?

A complete agreement is proposed in this document aimed at a better positioning of the city and the metropolitan area in the European and international arena. The project therefore affects and concerns different categories of people and institutions.

The citizens

The citizens and their associations are the main recipients of the Plan, its *raison d'être*. Everyone can take advantage of the existence of a strategic plan, which provides new opportunities for all, but everyone must play their part through critical participation and capacity for initiative, individually and in the organised forms of representation. The Plan requires that the climate of trust necessary to activate the economic and moral energy with which to develop it be widespread in local society. Trust will have to be gained from clear proposals, whose costs and opportunities are continuously verified; this needs an informed public, transparent administration and political participation in institutional bodies. The contract with the citizens identifies care of the city as a major collective commitment.

The institutions and public administration

The Strategic Plan is a resource for the governance of local society; which through proper democratic participation is the responsibility of institutional bodies. It offers them new information on the choices to be made, carefully constructing consensus in local society. It unites a set of lines shared as hypotheses in a clear and analytic framework which will become reality the moment when various actors (the representative institutions) have ratified them in a definitive form. In this way, the Plan becomes a resource for organised collaboration between the various administrations, local and supralocal, primarily between the municipalities, Province and Region. Implementation of it requires administrative efficiency, and therefore commits the public administration to share the same orientation towards care for the city, offering new chances for the development of professionalism and the autonomy of officials.

The international community

The Plan redefines and organises the relationship between projects for the city and the international community, meaning the major international institutions, but also the individual cities with whom Torino intends to extend, deepen or begin a relationship of co-operation in the framework of its own development. The adoption of a strategic plan is becoming an indispensable condition for the international credibility of a city.

Foreign operators and investors

The proposal of a comprehensive development strategy demonstrates a desire for change to the international public, which needs more than just internal resources. In exchange, advantageous prospects for collaboration are offered. A community of foreign businesses and inhabitants already exists in Torino, and they know the value of the city. The resident international community, a resource with more and more weight in a European city's possibilities for growth, has been involved in the project from the beginning and will be one of the main references in future actions.

Local enterprise

The Plan pays great attention to the city's economic drivers. Many actions are planned to relaunch sure growth, which still means industry, but is also open to new sectors. Important recipients of the Plan are therefore the businesses of today and tomorrow. Torino needs new enterprise, and the general framework of conditions proposed by the Plan facilitates its formation. The international opening of the city will help competition, open up new opportunities for alliances and collaboration, will bring new



people and ideas to Torino. The advantages will extend to commerce, building, and services.

The non-Torinese public

The Plan is the chance for the people of Torino to put forward the image of a modern metropolis, with which it would be advantageous to interact. People come to Torino to study, work, enjoy themselves, begin new businesses. Even more tourists will arrive, attracted by its rich culture, art exhibitions, events and sports. For the first time ever perhaps, Torino has the well-founded chance of presenting its development plans to a wider national and international public.



4. A VISION FOR THE FUTURE

Torino has a long history behind it. More than once it has had to reinvent itself, find its role again in generally changed conditions, and at least twice it has been a capital which has driven forward Italian modernisation.

At the turn of the 19th and 20th centuries, the city found a new role to substitute the other one, just lost, of national capital. The confirmation of this role was the final outcome of the age-old process of consolidation and expansion of a dynasty, but it would be better to speak of a regional society able to successfully experiment with opportunities of European modernisation, with alternating fortunes in different periods. In past decades it has been the industrial city *par excellence*, the major productive motor of national development. Industrial society, with its typical social figures, its institutions, its culture, took shape in a number of areas, above all in the north of the country, but in no other place did it assume such typical and exclusive characteristics as in Torino.

In both cases Torino was able to activate wide ranging economic and political processes at home and abroad, expressed clear ideas on the objectives to achieve, adopted a culture and organisation appropriate to the role to which it aspired, and had a visible and recognised international presence. We can today remember this history and its roots, not so as to boast of old superiority, but for a more concrete reason. A city can reinvent itself, but to do so it always uses material and cultural resources inherited from its past: in our case it is a rich heritage. We have to be aware of this and select what can today be invested in new enterprises. The moment has really come to elaborate a new vision for the future of Torino.

Streets, piazzas, palaces, and monuments are the most immediately visible traces of the old political capital. But widening our view, we find that there are traditions connected to those roots which are humanistic, juridical, theological, or related to university research, museums and musical institutions, the varied world of the liberal professions and commerce, the high medical and hospital tradition, the great social religious experiences, libraries, publishers, and the thousands of bonds that tie these public and private worlds to their corresponding points of excellence in the world. We can also see this origin of Torino as a leading city in the fact that an Italian banking group on the scale of major international finance has its headquarters here.

It is a question of a whole that we do not always think of, in its variety, as a single entity, generally contributing to the tone of the city, feeding civic culture. A whole that is also already a source of economic activities and that can be even more so in the future. It is on this basis that Torino can set itself the objective of being an efficient regional metropolis, equipped with good infrastructure, able to attract and mobilise resources to collaborate and compete with the other major cities of the new Europe, as the capital of the Alpine macroregion. **Torino, a European metropolis** is therefore the first point of a possible vision for the future.

In recent decades, throughout the world, we have seen the transformation of the old model of industrial organisation. Cities of mass production have found themselves exposed to difficult problems of transformation. They have in fact been the most exposed, with job losses, the need to find a great deal of resources for major technological investments, a pressing search for new methods of production and markets. The cities of this new industry will never again be like the old industrial cities. In the case of Torino, the presence of a technical-industrial heritage constitutes a strong competitive advantage, also open to development in new directions. One of the few Italian industrial groups of a global size and importance has its headquarters here, entrepreneurial initiative is present in many areas and in high-tech production,



and a widespread culture of engineering and electronic know-how guarantee a professional and versatile labour market; there are research centres of technological excellence that can be further expanded and tied more directly to growing economic activities, the business services industry. Every city nowadays has a composite economy and has to look for opportunities in many directions, but they must in particular be able to count on important niches and international excellence, where innovation and new enterprises are developed. In the near future we can count on **Torino the resourceful, a city of action and know-how.**

The main resource for the future will be knowledge. Large-scale priority investment in major education, training, research and communication programmes, at different levels, constitutes at one and the same time a decisive advantage for future economic action and the condition for the growth of autonomous citizens best able to express their potential. This point constitutes the internal fulcrum on which the prospects and promise of the Plan pivots. The Torino referred to is not a city of under a million inhabitants, but a much bigger metropolitan area, which is why it is vital to look to agile tools of governance. This is the European metropolis that can effectively plan its future, based on training and the application of new knowledge.

A city that has strong development policies produces wealth and job opportunities, but international experience demonstrates that this risks upsetting internal balances and creating integration problems. Decisive action has to be taken to guarantee wide access to the cultural and material resources that make it possible for everyone to participate in the game of innovation. Social cohesion is a value to be explicitly inserted into the plan of the future. A city where one lives well is also a confident city, more open to new things and to the rest of the world. The quality of life, which concerns factors such as the physical environment, health, law and order, sport, urban spaces, architectural quality, meeting places, is as a whole an intelligent and useful objective more than just a correct one. It is the net result of many actions, but has to be posed as a general objective. A third vision is thus expressed in the formula: **Torino the decision-maker: the intelligence of the future and the quality of life.**

An urban strategic plan defines a vision of a future which is desirable for the city, to be reached by a time limit whose specification serves as a stimulus. The three aforementioned visions (**Torino, a European metropolis; Torino the resourceful, a city of action and know-how; Torino the decision-maker: the intelligence of the future and the quality of life**) are justified given the history and resources of the city. They are visions which complement each other and as a whole constitute a vision that Torino can conceivably reach by the year 2010.



5. THE 2006 TORINO WINTER OLYMPICS: A POWERFUL DRIVER FOR THE PLAN

The choice of Torino as host of the 2006 Winter Olympics is confirmation of the organisational and planning ability of the city. It now constitutes a formidable opportunity to schedule and accelerate changes in synch with the prospects defined by the Plan.

A development opportunity integrated into the Plan.

The organisation of the Games impels the city and all the public and private bodies involved to work with the timing and co-ordination necessary in order that the international sporting event unfolds in the best way possible. The Olympics are a means of presenting the area of Piedmont and its metropolitan area to the world as hospitable for quality economic, cultural and sporting initiatives, as places of great interest, to be visited before and after the event as well, and in general as places where life and work are particularly agreeable.

The awareness of being watched by international observers and the deadline of 2006 facilitate the achievement of many of the objectives put forward by the Strategic Plan. This is also an opportunity to demonstrate that important works can be done in Torino with respect for its environmental quality, according to the principles of sustainable development laid out by Agenda 21. The Strategic Plan enables the forecast up to now of the best re-use of the planned works, in a framework of general consistency for the metropolitan area and the rest of Piedmont.

The Olympics can be transformed from an event lasting only two weeks into a unique chance for the development of the province and region. It is important that the preparation of the event is transformed into a great event of "work in progress" that spreads pride and cohesion through the population. It will be an important opportunity to spread a new mentality, more open to change and optimistic about the future in public opinion and amongst public and private operators.


For this, careful monitoring will have to be devised and close collaboration must be created between the promoters of the Strategic Plan, the Olympics, the metropolitan government, Torino's public and private bodies which operate on an international level, and of the different public administrations involved at every level.

The task up to 2006

The Olympic event helps in the realisation of numerous infrastructural works. These will have to be characterised by constant attention to quality, time schedules and consistency in their post-Olympics use. The objective of correct and efficient organisation of the Games underlines the need to improve some strategic aspects for the local area affected by the event.

The development of national and international links and of mobility in the metropolitan area is a key factor in bringing out the location advantages offered by the area, to which the Olympics pose a clear time limit. The new works envisaged are justified by the needs of a community of at least two million people in an area that already expresses a growing demand for mobility.

The Strategic Plan indicates the need to develop the range of hotels on offer in the metropolitan area. The prospect of the Olympics reinforces this need to welcome a large influx of visitors. The experiences of other cities which have hosted extraordinary events demonstrates that it is possible to implement policies to support



the tourist industry so as to maintain a high number of visitors even after the conclusion of the extraordinary events.

Particular attention has to be paid to the re-use of the sports facilities and the athletes' and journalists' accommodation built for the occasion. The creation of new urban "centres" will determine new residential and university locations and will favour real social and economic development opportunities, promoting cultural, recreational and service activities on a district level.

Another important opportunity is represented by the choice of Torino to organise the Paralympics, reserved for disabled athletes, and the international youth Camp. The event will help citizens, above all young people, to grow in the culture of tolerance and integration in diversity.



6. CONTENTS OF THE PLAN

The division of the Plan: strategic lines, objectives and actions

This part of the presentation document gives a summary description of the reasons that have permitted the identification of the Plan's strategic lines, objectives and actions. An integrated and coherent framework is derived from it given the identification at the same time, through the participatory method that the Plan has adopted, of the promoters, the beneficiaries, the costs, the resources and the time needed for the proposals of action.

The order of presentation of lines, objectives and actions does not indicate either a value judgement, nor a list in any particular temporal sequence of action. The Strategic Plan, by its very nature, expects the contribution of a large number of promoters and most of the proposed actions, as will emerge in the detailed description, will be done in parallel.

The strategic lines of the Plan

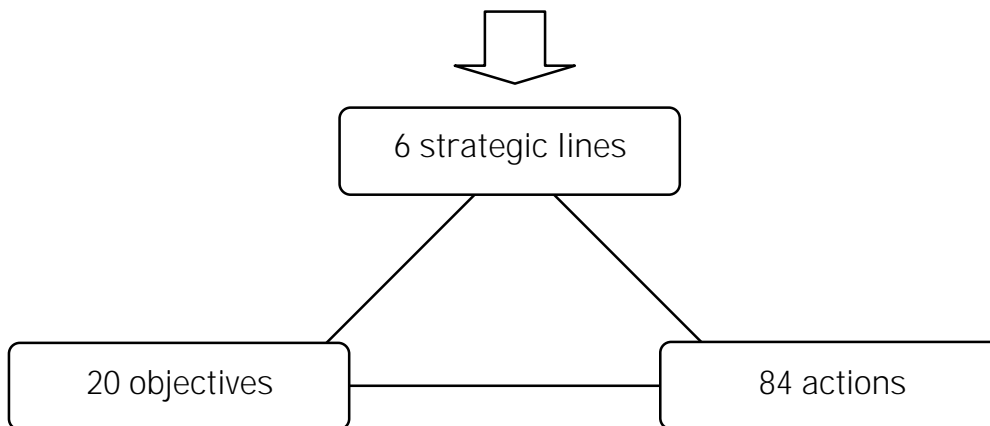
1. Integrate the metropolitan area in the international system
2. Construct the metropolitan government
3. Develop training and research as strategic resources
4. Promote enterprise and employment
5. Promote Torino as a city of culture, tourism, commerce and sport
6. Improve urban quality

The strategic vision of Torino in 2010

Torino, a European metropolis

Torino the resourceful, city of action and know-how

Torino the decision-maker: the intelligence of the future and the quality of life





STRATEGIC LINE NO. 1

Integrate the metropolitan area into the international system

The improvement of transport and communication infrastructures is decisive for the future of the city. It is also crucial, however, to establish systematic relations for co-operation with other complementary cities and regions in order to compete better on the world markets. This line therefore brings together the objectives and actions that aim to reinforce the system of physical connections, information networks and institutional relations to allow the Torino area to strengthen its integration into Europe and the world. It is also important to provide attentive support for the bodies involved in implementing the actions, so that they proceed in parallel and in certain time schedules. The XX Olympic Winter Games are an opportunity to construct long-lasting infrastructures before 2006.

Three objectives have been identified:

1. Develop international co-operation networks;
2. Facilitate access to Torino;
3. Improve mobility within the city.

Objective 1

Develop international co-operation networks

This objective is motivated by the need to overcome the difficulties of "creating a system" despite a sizeable presence of public and private actors which operate at the international level, often with great success.

The capacity to compete internationally does not depend only on the sum of the initiatives taken by many different city actors, but also on the capacity to develop strong internal connections so as to improve information flows, create synergies and positive, self-reinforcing emulative and co-operative behaviour.

There is a real need to strengthen the internal network of public and private actors that have "international policies". Without going into the details of the actions proposed (described in Part II), the project to achieve the objective in question consists in identifying a place to co-ordinate initiatives for abroad, involving public and private bodies that represent collective interests. This means setting up a "Permanent round table of co-operation for internationalisation" that makes it possible to bring out the best in the various actors, create synergies and also avoid dispersion of resources or failure to take timely decisions. In order for the city to participate in these networks, it is fundamental that a communication plan is activated to increase its visibility, develop knowledge of it and convey a new image of Torino, a city of international horizons that is going through a period of great and positive change.

Objective 2

Facilitate access to Torino

The objective intends to significantly improve the accessibility of the Torino area, so as to increase its competitive advantage compared to other European urban areas. The achievement of this goal is the basis for the economic and social development of Torino. This is an indispensable condition for implementing the Strategic Plan as a whole and in particular for international economic relations, the promotion of events that attract a large public, the choice of Torino as the location for bodies and companies of excellence, and the creation and enhancement of international opportunities.

Numerous actions are proposed for the strengthening of the airport system, the expansion and integration of the public rail transport system at the various levels (international, national, regional, metropolitan), the improvement of the motorway and



ring-road system. The development of the airport of Caselle and the construction of the Torino-Milan and Torino-Lyon high capacity railway are considered decisive choices to be pursued with determination.

It is necessary to define the conditions of operational and management partnership to increase the international role of the airport of Torino-Caselle by strengthening and developing the existing domestic and international links and opening new passenger and cargo connections. The opening of the hub of Malpensa 2000 demands that the land connections from Torino be improved both by integrating the current infrastructures and by creating a direct link between the A26 Voltri-Sempione motorway and Malpensa, and through efficient organisational measures.

For both the high capacity rail lines (Torino-Milan and Torino-Lyon) the majority of the traffic forecast is for freight, which will also provide most of the revenue. The shifting of significant amounts of freight from roads to rail reduces the environmental impact, improves road safety and is of crucial importance for modern logistics to serve the economy of the Torino area. The recent disaster of the Mont Blanc tunnel and the consequent difficulties confirm the urgency of increasing rail freight traffic.

The two lines will offer a passenger service which is of obvious importance for the Torino area. Reducing the times for rail links with the main Italian and French cities (circa 1 hour to Milan, 3 hours to Venice, 5 hours to Rome, 2 hours to Lyon, 4 hours to Paris) is a strategic condition for the full realisation of the great development potential that the Plan indicates.

For Torino it is strategic to become the central node of transit on an East-West line, with rapid connections in the two directions, as well as a branch of the European North-South system centred on the Zurich-Milan-Rome axis. This means that Torino must act as a cohesive system of public institutions, private businesses, social and cultural groups so that the choices made are in the direction indicated.

Objective 3

Improve mobility within the city

The objective is to respond adequately to the present and future demand for internal mobility. It is necessary to guarantee conditions of mobility favourable to enhancing the local advantages of the area, achieving the best possible integration with city planning measures.

The actions proposed consist in strengthening at the various levels the collective rail and tram system, improving the quality of services for mobility and in creating the conditions for easy access to the various functions of the city and their urban and territorial location.

Observations

Objectives 2 (Facilitate access to Torino) and 3 (Improve internal mobility) and their related actions should, in general, be assigned high priority because they are indispensable conditions for the success of almost all the other initiatives envisaged by the other strategic lines. All actions related to the rationalisation and strengthening of collective transport must be considered of maximum importance. Amongst these, it is necessary to assign absolute priority to the complete activation of the Crossrail system, a system of convergence and integration of services and thus a structural condition for the creation of the Po Valley and transalpine high capacity rail line, as well as the metropolitan rail system.



In the same direction are the actions related to the strengthening of the fixed route lines (underground line and tram system) and the spread of innovative collective transport services. The extension to the whole city and the area of the conurbation of control systems and computerised management of mobility aims to integrate, with the use of limited resources, conditions of sustainable mobility through improvement in the performance of collective transport.

STRATEGIC LINE NO. 2

Construct the metropolitan government

The European cities that have used the instrument of the strategic plan to guide development have always given it a territorial dimension that extends to the entire metropolitan area, often much larger than the main urban nucleus. In the case of Torino, as elsewhere, the Plan must be conceived to respond to the needs of the whole urban area and not only the capital. In this sense, the term "Torino" must be understood not as a municipality of about 900,000 inhabitants, but as an urban area whose population is almost double. For this reason when talking of the development of Torino, reference is systematically to this second dimension.

However, while a government exists for the city of Torino, the municipal council, there is no government for the metropolitan areas of Torino. There is no institutional body to represent the entire urban area externally and to promote co-ordinated policies intended for the same area.

There is thus an evident need to have in the Plan a strategic line that indicates solutions for the metropolitan government to answer the following needs:

- A. to represent in a unitary fashion, and thus authoritatively, the whole metropolitan area nationally and internationally, in relations with other cities, institutions and investors;
- B. to tackle problems of metropolitan importance inside the area (for example, transport, waste disposal, industrial locations, infrastructure, cultural heritage) and the related financial costs;
- C. to monitor the development of the actions included in the Strategic Plan (most of which are significant for the entire metropolitan area) and implement measures to support and accompany their realisation.

This strategic line has identified two objectives of an institutional nature:

1. create new forms of governance;
2. construct services for the metropolitan area.

The first objective is of a general nature, while the second is of a sectoral kind.

Objective 1

Create new forms of governance

In the metropolitan area of Torino there are already consortia or companies that operate on the metropolitan scale for sectoral policies, even if their geographical divisions do not coincide (tourism, water services, cultural policies, waste management). What is missing is a stable and general forum of co-operation and guidance. In the light of the experience of other Italian cities (Bologna, Florence, Rome), the Plan identifies as a useful instrument the creation of a *Conferenza Metropolitana*, made up of the municipalities concerned and the Province of Torino. The Conferenza can start work after the signing of a preliminary agreement by the local authorities that intend to take part voluntarily. In the first phase, the Conferenza will only have powers of guidance, but it is possible to envisage that the municipalities and the Province delegate some of their responsibilities to it. This passage could also be sanctioned by a regional law after the start-up and initial consolidation of the experience.



The central point is to create a forum in which the bodies involved become accustomed to reaching agreed solutions, in a discussion in which all are equal, with the spontaneous and timely exchange of significant information they possess. In this way, the Conferenza Metropolitana would be the ideal place to discuss the ways and stages for the construction of the "Metropolitan City" envisaged by the reform of local government of 1999 (law 265/1999). This would mean, in particular, drawing up in this body the proposals to put forward to the Region on the delimitation of the metropolitan area and to evaluate whether to create the Metropolitan City, and, if so, its statute.

Objective 2

Construct services for the metropolitan area

The institutional instruments of a general nature indicated in the previous objective must be accompanied by means of sectoral intervention under the control and responsibility of the Conferenza Metropolitana. When fully operational, it can be imagined that around the Conferenza Metropolitana there will be a series of specialised agencies with the task of overseeing specific policies or running specific services on the metropolitan scale. Some of these agencies exist already: they may be redefined or rationalised, others may be established. Among those that are currently missing and which are certainly necessary, the Transport Agency has been identified. This hypothesis is now mature, prefiguring an essential tool of governance for a strategic sector.

Without going into the details of the actions proposed, it should be noted that the realisation of what is indicated by this strategic line is of fundamental importance for the entire Plan. When the Plan itself is implemented, attention should be concentrated on solving some questions of a political and institutional nature. There is no hint of insurmountable obstacles, but they have simply been identified recently and more in-depth examination is needed..

The set of proposals briefly outlined above has the agreement of the two fundamental actors (the City of Torino and the Province of Torino) and the many municipalities of the metropolitan area. Piedmont Region has expressed positive appreciation of it.

The process will manage to take off if the right conditions are created. One of the preliminary decisions seems to be the appointment of a director of the Conferenza Metropolitana (understood as defined above, i.e. on the basis of voluntary membership), who works full time on launching the institutional process, backed up by highly qualified staff. The director will have to be chosen jointly by the City of Torino, the Province and the municipalities involved. His task will be to build relations, propose compromises and appear in the eyes of all the actors as an authoritative figure with a clear mandate.

STRATEGIC LINE NO. 3

Develop training and research as strategic resources

It is calculated that nowadays knowledge in a strategic sector doubles every four years. This is a fact that should make us think on the real priority of society tomorrow: to produce new knowledge in different fields, transmit and spread it, introduce it in economic applications; doing this with conviction and an array of means has become a crucial imperative to keep up with the times. Economic development, in particular, is becoming increasingly dependent on the capacity to produce knowledge-based services, processes and innovations that only a flourishing environment of training and research can produce. The cities that do not move in this direction will count for less and less; they will be seen as places to leave rather than ones to move to. Setting



up initiatives in this field means working to ensure Torino a solid position in the context of international competition.

The strategic line is broken down into three objectives:

1. strengthen an internationally attractive, top-level university pole;
2. foster the development of research in connection with economic initiatives;
3. promote vocational training and work/training integration.

Objective 1

Strengthen a university centre of international level and appeal

The yardstick of comparison for university education is no longer the national level but the international panorama. Being the first or among the first in Italy can turn out to be insufficient in a broader comparison. Universities and polytechnics, to be attractive to the most talented (both students and researchers and lecturers), must be able to offer an environment open to co-operation and competition with worldwide centres of excellence. This objective requires, on the one hand, the implementation of action to increase infrastructures and material resources and, on the other, the promotion of international contacts and scientific and cultural networks of co-operation.

Objective 2

Foster the development of research in tandem with economic initiatives

Scientific and technological knowledge is produced throughout the world, and it is necessary to be ready to grasp and absorb it. One cannot have access to this possibility without also becoming a producer of knowledge in specific sectors. These must be linked to particular needs to keep up to date and to technological innovation of the sectors and production filières in which the area is specialising. An area's capacity for research thus becomes a sort of public asset to serve its economy. This objective presents a series of action proposals to aid the development of capacities of excellence in several fields, the creation of new businesses and close and productive relations between research centres and the business world

Objective 3

Promote vocational training and work-training integration

A city with a rich industrial tradition like Torino is well aware that part of its great wealth is the know-how of its population. It is no chance that right from the outset of Italian industrial development, vocational training has been a component in which companies, public institutions and institutes of religious inspiration have invested considerable resources and hope. This objective consists in promoting professional training activities that ensure the city an operational capacity in innovative economic sectors. This means developing training not only at levels of excellence but also at intermediate and basic levels, also using it as a way to integrate recently-arrived immigrants. From the point of view of spreading constancy in continuous education and accustoming people to it, it seems important for Torino to have an international training centre for the development of production, related services and management. This objective also includes initiatives aimed at all the population, to raise the levels of literacy as understood today, i.e. computer and language skills.

STRATEGIC LINE NO. 4

Promote enterprise and employment

The economic system of Torino has been shifting for some time from a single-sector base to a more complex one where the area's traditional industry will continue to be present and important (with profound changes and innovations within it) alongside new sectors. This demands, on the one hand, particular attention to support for existing enterprise and the creation of an economic climate favourable to the birth and growth of new enterprises. On the other hand, the Plan must underline the



requirement that new initiatives give an answer to the need for employment, especially for young people.

Torino can boast important presences in very innovative sectors with good development prospects, thanks in part to the existence of important public and private research centres. The modernisation of the area's industrial sectors can go hand in hand with growth in new industrial and service sectors. The development of relations between small and large companies has contributed, and continues to contribute, to the formation of full-blown technology districts. Torino therefore possesses a particularly fertile terrain for the development of enterprise.

Industry can also boast a strong international tradition. If suitably supported, this special feature can help to consolidate and develop the role of the city in the current process of globalisation.

In recent months, many local authorities have taken action to look for co-operative solutions to the problems of development and employment and many Territorial Pacts have been agreed following the initiative of the Province of Torino and the various associations and organisations concerned. Again, these are important opportunities to be appreciated and to co-ordinate in order to make them become permanent structures for local co-operation.

In the Province of Torino, the unemployment rate is 11.2%. In a year it has fallen only by a few tenths and still remains at higher levels than those of other industrialised areas in the Centre-North. There are currently more than 100,000 people seeking employment and most of them are young people, amongst whom the unemployment rate is over 20%. Again this is one of the highest rates in the Centre-North. An impact can be made on long-term unemployment with carefully targeted initiatives that make the most of the area's strong points and development potential. Alongside the enhancement of the area's points of strength and excellence, it is therefore necessary to use all the means that can encourage the creation of new jobs. A contribution in this direction can come from initiatives aimed at promoting enterprise and pro-active employment policies, oriented towards the promotion of new and stable employment opportunities. Particular attention should be paid to the role that crafts and small and medium-sized companies can play in creating new jobs.

On the basis of these considerations, the Plan states that the promotion of enterprise and employment in Torino and its area can be achieved through the following objectives:

1. develop the innovative potential of the production system;
2. create conditions favourable to the development of new enterprise;
3. promote local development and active employment policies.

Objective 1

Develop the innovative potential of the production system

The development of innovative potential is an essential condition for an area that intends to assert its technical and industrial culture from a perspective of upgrading and modernising its production system. This aspect has assumed increasing importance when faced with the dynamics of the globalisation of the market.

Even if the city has great innovation potential, it is necessary to bring this out, spread it and develop it through initiatives that involve in an integrated fashion the public and private sectors. There are projects which are moving in this direction, aiming to enhance the value of the technology districts present in the Torino area (auto-automation-design, robotics, machine tools, aerospace, information and communication technology); optimise the circulation of knowledge; develop the use of innovative technologies in the fields of the environment, ICT and multimedia.

Objective 2

Create conditions favourable to the development of new enterprise



Torino has an environment favourable to the creation of new enterprises, thanks above all to its legacy of know-how and experience. It can therefore become a preferred location for creating and attracting enterprise, especially by introducing initiatives to stimulate and support new entrepreneurs.

The proposals that intend to foster the creation of new businesses, especially innovative ones, go in this direction, making space available for the incubation of ideas, consultancy services and innovative forms of incentives and financing.

Objective 3.

Promote local development and active employment policies

The solution to the problem of unemployment involves choices that directly affect economic and industrial policy. Even at the local level, however, it is possible to make a contribution to the solution of this problem through concerted action aimed at promoting investment that produces significant effects on employment.

The many Territorial Pacts stipulated in the area of Torino set these goals. It is necessary to support them in order for them to be successful and to turn them into permanent bases of economic dynamism and development. Active employment policies can also help to reduce unemployment, if one intends to create stable and lasting jobs through, for example, a different use of public resources and the promotion and enhancement of trades and professions.

Each of these objectives demands specific projects of differing weight, involving a variety of actors.

The full realisation of the objectives indicated is linked to the parallel achievement of Plan objectives defined by other strategic lines.

In particular, these have an impact on general conditions favourable to three essential fields:

- A. the training system at all levels, for the development of enterprise- and innovation-oriented skills and awareness;
- B. the financial system, to make access to traditional forms of funding easier and to stimulate the development of innovative funding, especially venture capital;
- C. the system of data transmission networks.

STRATEGIC LINE NO. 5

Promote Torino as a city of culture, tourism, commerce and sport

The enhancement and promotion of culture is today central to the development policies of European cities. In Torino, the roots of this policy lie in its past as the Savoy capital, as the political capital of Italy and as its industrial capital. Culture and cultural activities, in traditional sectors and in those linked to new technologies, represents together with commerce and sport one of the key components for the improvement of the population's quality of life, but is also a potential driver of economic development with a major impact on employment. A recent study by the European Commission has estimated that two fifths of employment growth in the European Union in the coming years will be produced by the culture industry. Culture and sport are among the principal "products" of tourism and can contribute to the development of the tourism industry and, more in general, to the promotion of a new image of the city. The nomination of Torino to host the Winter Olympics in 2006 represents a great opportunity in this context.

Torino has a dynamic and diffuse cultural life, with many enterprises linked to the sector, but it is possible to undertake actions that could trigger a fully-fledged growth sector and build a new image of Torino: a great attraction for visitors, deeper integration between the city's museums, a stronger international season of theatre, music and cinema events, a new pole that encourages the development of young



people's artistic and cultural work. The Plan must ensure a climate of pluralism and pay attention to the diversity of autonomous cultural proposals.

This line of the Plan is divided into seven objectives:

1. enhance and develop the cultural heritage;
2. co-ordinate cultural activities and schedule international events;
3. develop the tourism industry;
4. position Torino/Piedmont in the domestic and international tourism market;
5. support the growth and innovation of the commercial network;
6. promote sport;
7. use the Winter Olympics as a driver of development and international promotion.

Objective 1

Enhance and develop the cultural heritage

The city's cultural heritage is one of the main factors of its international positioning. It becomes important for the Plan to deal with the city's international visibility, using the leverage of resources of considerable quality, such as:

1. The entire central area, which is an organic whole, within which we can identify elements with their own individuality:
 - the area centred on Piazza Castello;
 - the area centred on Piazza Carignano;
 - the expansion towards the Po centred on the Cavallerizza;
 - the Mole and surrounding area;
 - the area of the Regional Natural Science Museum;
2. The royal palace of Venaria and the hunting lodge of Stupinigi, major centres of the system of Savoy Residences;
3. The extraordinary heritage of churches and other religious places that make the area of Torino one of Italy's richest and most important;
4. A new culture pole in the area of the Spina 2 development backbone, constituting a new urban centre for the public and all those active in the sector of culture, especially young artists, in order to develop new enterprises.

Two new structures have also been identified. These are important facilities in themselves, for the services they offer, but they are also points of attraction that create new "centres" in the city, identifying spaces where the capacity for independent initiatives and projects will be able to express itself more extensively in the future:

- A new car and design exhibition and entertainment centre;
- A science and technology park.

Objective 2

Co-ordinate cultural activities and schedule events of international standing

In addition to the initiatives identifiable with new urban or architectural projects, this strategic line aims to intervene to enhance and stimulate existing cultural activities in contemporary art and music and to find forms of programming and co-ordination for promotional purposes.

Objectives 3 and 4

Develop the tourism industry

Position Torino/Piedmont in the domestic and international tourism market

The actions proposed in these two objectives outline precise tourist packages for the market, including itineraries of great interest, focussing on resources that have been little exploited so far, such as the strong food and wine culture in Torino and the region, in which it has a competitive advantage compared to other European urban areas. Parallel to the implementation of the actions indicated, the Plan will enable Torino and its area to present itself to major Italian and international investors as an interesting area in which to open new high quality hotels, targeted at all market



segments and part of international chains that facilitate the sale of Torino/Piedmont as a destination.

Objective 5

Support the growth and innovation of the commercial network

A city that aims to propose itself as a tourist attraction must re-orient a series of services for people other than the city's inhabitants. The presence of tourists demands that the commercial network be adequate for the needs of this category, making it comparable with that of cities that have substantial tourist influxes. Action therefore needs to be taken on various fronts: opening hours, the type of commercial offer, staff and language training. The objective of supporting the growth and innovation of the commercial network responds to the needs of current operators in the sector and those, especially young people, who intend to enter the sector. Support for the sector is integrated with the other objectives in the Plan, in particular for the growth in the culture of hospitality, urban vivacity and safety on the streets that can be obtained through a widespread range of shops, with longer and more varied opening hours compared to the present ones.

Objective 6

Promote sport

Sport is an important attraction for tourism, both for sports people themselves (such as for the Turin Marathon) and for the attraction exercised by sports events (for example, the national football championship matches). The proposals to set up local fitness and sports centres also aim to improve the range of sports available for citizens.

Objective 7

Use the Winter Olympics as a driver of development and international promotion

The Winter Olympics are an occasion to promote the city internationally, but also to increase the city's sports facilities and to strengthen the creation of new "centres", thanks to the strategic use of the facilities after the Games. For this reason, the Plan must tackle the question with due attention.

As a whole, the objectives indicated respond to two of the city's essential needs:

- A. the integrated development of these elements that can act as great attractions for the Italian and international public;
- B. the consequent need to expand the tourism industry both from the point of view of infrastructure and that of marketing and personnel training. The development of commerce is seen as a factor to support initiatives closely related to the fields of culture, tourism and sport.

The actions indicated above must proceed in close relation to a multi-year plan to promote the city. The synergy between projects and information in the sectors of culture and sport provide a serious opportunity to launch tourism.

STRATEGIC LINE NO. 6

Improve urban quality

The purpose of any action for the city is to provide good living conditions for its citizens. This is, however, also a condition for international success. The objective of making Torino a city with a recognisable role in the international scenario cannot neglect the need to tackle the question of urban quality, with the natural intention of improving the inhabitants' quality of life and that of the people who visit it for work, business and tourism.

The term urban quality thus assumes a broad meaning that includes three aspects:

- A. the quality of urban spaces, architecture and natural areas;
- B. safety, social cohesion, the guarantee of minimising areas of marginalisation and exclusion;



C. the quality of the city's natural environment and ecosystem, the quality of the air and the water.

This is a vast field of action that demands an integrated approach. The city should be considered as a space in which environmental and social networks interact most closely, from a perspective in which the sustainability of development initiatives must be tackled by taking into account all aspects, combining the environment, society and the economy. The need to invest in urban quality does not mean only constructing beautiful squares and houses or laying out large gardens, but also fostering the creation of a good social fabric. According to the guidelines of Agenda 21 (signed in Rio de Janeiro in 1992 during the United Nations Conference on Sustainable Development) social, generational and sexual equality must be guaranteed in the distribution of and access to environmental resources and fundamental rights like employment, health, social protection, basic services and housing. A city with strong development policies, which produce wealth and job opportunities, must also ensure widespread access to cultural, material and natural resources, so as to enable everyone to enjoy the advantages of development. It must be a society with a high level of cohesion that involves all actors and puts participatory processes into practice.

These considerations can be summarised in two objectives:

1. the new "centres", urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration;
2. the local Agenda 21, sustainable development and environmental innovation as the guide and foundation for city strategies.

Objective 1

The new "centres", urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration

This strategic line proposes for Torino new "centres" so as to respond to the city's need for urban quality. The first objective indicates as necessary the implementation of policies of:

- territorial integration;
- social integration.

Strategies of economic and territorial development need to grasp the idea of a multi-centred city: a city made up of many others, linked not by hierarchical relations but synergetic ones, each with a specific role, so that even the spaces which are peripheral today have their own connotation and can develop a sense of identity and belonging among the citizens.

The model of the multi-centred city supersedes the centre-periphery dichotomy, moving in the direction of a city constructed of complementary parts. One important aspect of the construction of the identity of places is the physical design of space, but it must also be pursued by promoting participatory local development actions in the direction of creating local development and market opportunities, towards the acquisition and maintenance of a positive identity of the place. In this way, phenomena of social exclusion can be reduced. This objective therefore includes actions of urban renewal, but also the creation of infrastructures and services capable of improving the exchange of information between citizens and public administrators.

Objective 2

The local Agenda 21, sustainable development and environmental innovation as the guide and foundation for city strategies.

This strategic line's second objective groups actions that belong both to the realm of the natural ecosystem and to the social sphere. These should not be interpreted as comprehensive but rather as a starting point and as an example of guidelines for the



definition of other actions and for setting up an Agenda 21 for the entire metropolitan area.

The improvement of urban spaces must therefore be pursued from this perspective, guaranteeing both the aesthetic quality of the architecture of the key zones and consolidating the city's natural fabric, through the presence of parks and gardens in the city and the enhancement of natural spaces, integrating them into the urban fabric. This means examining their accessibility, not only in terms of infrastructure, but above all improving their attractiveness and the possibility of enjoying them.

The needs expressed by this strategic line are applicable to all of the actions indicated in the Plan. In fact, urban quality cannot be pursued only through specific actions, but above all through the guarantee that the actions taken in all the various frameworks ensure sustainable environmental impacts. For example, for questions of waste and energy saving, in addition to envisaging specific actions (waste recycling, water treatment), it is important to define preventive policies and to ensure that the actions proposed in the Plan follow this spirit.



7. PROSPECTS

In the meeting held in the city council chamber on 29 May 1998 to announce the launch of the Plan, the Mayor said:

“The task of the City is to launch an appeal for the development of the city in the 21st century, just as at the end of the 19th century the administration launched an appeal to Italian and international capitalists to choose Torino as the home of Italy’s nascent industry. This appeal was answered and the consequent choices ensured Torino a century of economic pre-eminence. It is now time for a new appeal and new, long-term choices. The Plan must therefore be a means of identifying, together with the city economic, cultural and social components, the concrete choices to be made in order to promote Torino internationally in the coming years.”

The intelligence of the future and flagship actions

We need to reiterate what has already been indicated as a fundamental point in this project: the main resource for the future will be knowledge. Broad, priority investment in major programmes of education, training, research and communication at different levels is both a decisive advantage for future economic action and the condition for the growth of autonomous citizens capable of expressing their potential to the best. This element of the vision of the future of Torino constitutes the pivot for drawing up the Plan. The other aspects of the vision hinge around this.

The working groups have drawn up a series of actions that have been mentioned briefly and will be presented in the next section. Among the proposals that have emerged, it is possible to recognise a series of key actions that will develop more directly the various points of the vision and show us the possible cornerstones of the transformation of the city. Their implementation is a challenge that will demand great commitment, but which will progressively create trust and solidarity.

Flagship actions or groups of actions include:

- the development of the University and Polytechnic, with the international research and enterprise training centre, to make Torino a point of attraction for European and international youth to learn, study, invent and apply;
- policies to consolidate the technology districts (auto-automation-design, robotics, machine tools, aerospace, information and communication technology);
- the new business incubator to support a new model of economic and social development;
- the enhancement and expansion of the museum system;
- the promotion of Torino as a “prime destination” for urban tourism, based on the quality of the city, its cultural entertainment and commercial activities;
- the Peripheries Project and the development of new “centres”;
- the implementation of Agenda 21;
- the new institutional structure of the metropolitan area, for the governance of an urban region with over a million and a half inhabitants;
- the permanent round table of co-operation for internationalisation;
- the renewal of the rail network and the upgrading of the airport in order to bring all European links below two hours.

The actions indicated above can be achieved because they have roots in the city’s history and culture:

- the international training centre can be created because Torino is the city of Fiat, but also because it is the city of the skilled workers described in Primo Levi’s “The Wrench”;
- the auto-automation-design, robotics, machine tools technology districts can look for further development in the international markets thanks to the design and



engineering heritage of Fiat itself, but also because of the entrepreneurial and cultural history of design in the city (from Pininfarina to Giugiaro and Idea) and the internationalisation of suppliers;

- the incubator for new info-telematic companies has a future because there is the Polytechnic, the San Paolo bank, because there is CSELT, RAI, Alenia and because the presence of advanced university bodies is attracting important international investors interested in the growth of an ICT district;
- the museum system has a future of growing attractiveness because its extraordinary richness depends on a vaster system, that unites the history of the Baroque city with the elegance and architectural unity of the capital city and its surrounding ring of the Savoy Residences;
- the Olympics will make it possible in 2006 for the world (and the city's inhabitants) to discover the unique landscape and identity of the city and the Alps.

The implementation of the Plan aims to translate these proposals into reality. This is a challenge that can be tackled by working in three directions:

- agree objectives;
- design the new city;
- construct new social cohesion.

Agree objectives

The scenarios indicated above are translated into reality (institutional, architectural, cultural and entrepreneurial) through a network of ideas, projects and achievements that constitute the dynamism of the city. No-one can forecast precisely what innovations will effectively be made in the years to come. The Plan cannot and must not stop creativity. The forward-looking effort of these last few months, unrivalled in Torino and other cities in Italy in terms of participation, has now reached a total of 84 action proposals described in part 2 of this document, and these constitute the Strategic Plan for Torino.

A single body is not enough to implement these proposals. It is necessary that all those who will be involved, for various reasons, in implementing them stipulate a pact: the promoting institutional bodies (City, Province and Region), the municipalities of the area, social and cultural forces, the universities, the government, but also the major industrial groups, the banks and foundations with their human, technical and financial resources and whose innovative potential the pact cannot ignore. This is a pact between independent actors, with two major common denominators: the trust in their own strengths and love for their land.

Design the new city

From the construction of new buildings to the revitalisation of historical palaces and buildings, a new city will soon emerge. Major signs of change could be: the new station of Porta Susa, the vast new civic library (in the former OGR and Westinghouse area), the doubling of the Polytechnic, the rebirth of Palazzo del Lavoro (for the Science Centre), the re-use of the wholesale fruit and vegetable market (the media village for the Olympics), the restructuring of the peripheral squares and markets, the renovation of Porta Palazzo, the renaissance of the city's historical centre from Piazza Castello to Piazza Vittorio, passing the Mole and the Cavallerizza. This means creating architecture, not just construction work, so that the community appears not only rich and generous but also demonstrates solidarity, is cultured and strong. The new headquarters for the Piedmont Region, planned for the end of Spina 1, for which the international competition was launched recently, will be the visible symbol of the regional capital for the 21st century.



Construct a new social cohesion

The agreement of objectives, definition of time schedules and the planning of new architectural and social development models is only possible in a system that sees the Strategic Plan as a factor of communication and unity: a Plan in which the population recognises itself, in which they participate feeling themselves psychologically and emotionally involved.

This solidarity and awareness makes it possible to harmonise infrastructure, internationalisation policies, the demand for new professions, the desire for culture, museums, shops, sport, jobs in the new "centres", and the desire to reduce our impact on the natural environment.

Each action is vital for Torino to stand out in the international context of co-operation/competition between European cities. Cities that have all-round weaknesses, with a non-authoritative government, with no generation renewal or architecturally run-down are destined to decline, losing jobs, resources and inhabitants. The ones that show they are cohesive, with trust in the future and thus capable of attracting young people, young businesses and young ideas have a chance of "winning".



8. IMPLEMENTATION OF THE PLAN

The implementation of the Strategic Plan is based on the same method of continuous participation that marked the way in which it was constructed during the diagnosis of the city and expressed in the two rounds of talks held between January and May 1999, aimed at identifying what was to be done in practice.

The work done so far has shown that participation is effective when organised, with clear rules and deadlines. The Plan is intended to be flexible and open to the contributions of public and private bodies that embrace the basic guidelines and guarantee that the decisions taken will be implemented.

The implementation network

The implementation of the objectives and actions identified through the method of continuous participation cannot be accomplished through a hierarchy of actors or a set framework of procedures in the traditional planning approach. For these reasons, in line with the approach followed during the construction of the Plan, the network that was formed and functioned during the first phase will be optimised in order to co-ordinate and monitor implementation of the various projects. Obviously, new actors will be added where appropriate and useful.


In order for the network to function well, co-ordination will be required, and thus a public-private association will be created by the actors that underwrite the Plan. It will have its own office and will have responsibility for co-ordination, monitoring, support, encouragement and promotion of the constructive spirit that has brought together the main interest groups in the city.

The means of operation should be agile and effective and must ensure the goal of maintaining the support of the actors for the Plan and bring to the co-ordination body all observations on the actions undertaken and any possible proposals for redirecting the Plan itself. Fundamentally, the association will ensure that each of the various actions (or group of actions) is followed by a working group and that effective implementation procedures are used.

The association must ensure the maximum circulation of information through a regular bulletin, a frequently updated Internet site with a discussion forum, public meetings on specific themes, a physical location (of the "urban centre" type) where citizens can see for themselves how the various aspects of the city are changing.

It is important for the overall implementation of the Plan that there be a correct link between the function of monitoring and putting into practice the objectives of the Plan and the function of physical transformation of the metropolitan area, conducted on the basis of the urban planning tools or revisions of them by the various public authorities. To transform the objectives included in the Strategic Plan into concrete actions entails both minor and major territorial transformations that can be achieved only in harmony with the relevant regulations. The co-ordination between the actions in the Plan and the permitted possibilities of physical transformation of land use must be obtained by continuing the close public/public and public/private dialogue that made it possible for the Plan to take shape.

As the metropolitan dimension is an essential factor for the conception and success of the Plan, the Conferenza Metropolitana (made up of the City of Torino, the Province of Torino and the municipalities of the metropolitan area that want to join it) will play an essential role in the implementation of the Plan. In the same way, the permanent round table of co-operation for internationalisation of the city must be seen as the association's "foreign desk", as it will be called on to periodically bring together the



city's leading public and private actors that run institutional or economic activities with significant international components.

From now until 2006, it also seems necessary to maintain constant contact with the Olympics Organising Committee in order to guarantee synergy between the actions and the facilities planned for the Games and their impact on the future structure of the city.



PART II

Strategic Lines, objectives and actions

Note on the document

Due to the participatory nature of the Plan, which requires extremely close co-operation between the various public and private actors, the forms have been drafted in collaboration with those technical, political and economic agents who are directly involved both in the planning and in the future implementation stage.



STRATEGIC LINE 1

Integrate the metropolitan area into the international system

Objectives

1.1 Develop international co-operation networks

1.2 Facilitate access to Torino

1.3 Improve mobility within the city

1.1 Develop international co-operation networks

1.1.1 Creation of a Permanent Forum for co-operation between authorities and institutions working towards internationalisation

1.1.2 Preparation of a standardised and integrated communication plan for international promotion of the city and its resources

1.2 Facilitate access to Torino

- Expansion of the airport network

1.2.1 Intensification of the international role of the Torino-Caselle airport by expanding existing links and opening new ones, for both passenger and cargo transport.

- Expansion and integration of the public railway system at all levels

1.2.2 Completion of the crossrail system between the stations of Porta Susa and Stura, and development of the area above the crossrail

1.2.3 Participation in the Po Valley and Transalpine High Capacity Rail System, creating rail links between Torino and Milan and between Torino and Lyon, with the Susa-Dora system to be used as the High Capacity station for Torino.

1.2.4 Construction of the metro rail network

1.2.5 Construction of the stations along the route of the crossrail system: Susa, Dora, Zappata, Rebaudengo, Stura and enlargement of existing stations

- Improvement of access to the Torino area via the road system and links between the motorways to the north and south of the city

1.2.6 Completion of Corso Marche between Corso Regina and the northern motorway ring road, and to the south of Corso Francia, linking it to the ring road

1.2.7 Completion of the ring road around Torino on the eastern side (Gronda Est)

1.2.8 Completion of the Torino-Pinerolo motorway

1.3 Improve mobility within the city

- Expansion and improvement of public transport by rail

1.3.1 Construction of the Collegno-Porta Nuova section of Line 1 (Rivoli-Torino-Nichelino) of the Torino metro system, giving international resonance to the architectural design of the stations

1.3.2 Improvement in the quality of the tram network and extension of the main lines into metropolitan municipalities, particularly on the Venaria and Stupinigi lines

1.3.3 Construction of park-and-ride car parks at the urban and metropolitan nodes on the main lines of the public transport system

- Improvement of the quality of mobility services

1.3.4 Incorporation of a company to expand computerised management of the transport system to the entire city and metropolitan area

1.3.5 Improvement of the efficiency of the collective transport system, partly through the use of innovative services (taxi sharing, car sharing)

- Improvement of accessibility in the south of the city

1.3.6 Creation of a fast pedestrian link from the Lingotto trade fair area to Lingotto station

1.3.7 Construction of an east-west underpass link between Corso Spezia and Corso Sebastopoli



Objective 1.1 Develop international co-operation networks

Action 1.1.1 Creation of a Permanent Forum for co-operation between authorities and institutions working towards internationalisation

Description

The objective of the action is to set up an association of public and private authorities and institutions which work with foreign countries, in order to co-ordinate and pool their experience, improving the resources and services they offer, both within the city and outside it. The Forum is designed to reinforce the internal networks of the public and private bodies with their own "foreign policies", creating accessible circuits of information and agreeing upon a decision-making and consultation area able to give credence and significance to the experiences of all those involved. All this enables a complete system to be set up, advancing the internationalisation of production in the Torino area, primarily through the SMEs, together with innovation and strategic alliances. One person in this organisation will be selected to supervise the co-ordination of a workgroup consisting of the managers of those offices which are involved in international relations. The Association may be given free office space at Torino Incontra, which will be able to provide its secretarial services. Estimated costs are reasonable: it will be necessary to improve existing services, without needing to create new ones. The Association may be launched in one year, in the following two stages: the current situation will be examined in the first six months, while the second six-month period will be used to implement and experiment the activities.

Actors involved

First stage: Piedmont Regional and Provincial governments, various branches of the Chambers of Commerce (Foreign Department, Brussels office), trade associations, the University, the Polytechnic, religious and consular organisations. Second stage: study centres, training centres, cultural and social institutions, and organisations with ongoing international relations.

Link with the general objective of the Plan

The action reinforces, enhances and supplements the international approach of the public and private institutions of the city, forming relationships able to create and develop strategic alliances with other European and international urban areas.

Potential shortcomings and hazards if not enacted

If this action is not put into effect, the current fragmentation of actions for co-operation and internationalisation will remain, as will the present difficulty encountered in networking experiences and the consequent weakening of those institutions with international links.



Objective 1.1 Development of international co-operation networks

Action 1.1.2 Drafting a single, integrated communication plan for international promotion of the city and its resources

Description

The planned communication programme is designed to increase awareness of the city, changing and improving its reputation. A strategic and operative communication plan has thus been drawn up. It has been designed to include the following: objectives, target sectors, messages, content, channels, methods, schedule and budget.

The communication plan is designed to achieve the following goals: the creation of a press office at the national and international level to raise interest and ensure visibility in the media; the creation of a dedicated mailing list to report all communication actions and to monitor the effectiveness of the actions carried out; the publication of a newsletter providing information on the initiatives and projects of international scope undertaken in the city; the preparation of a communication kit containing the various materials, all of which will present a common image.

Actors involved

Communication, promotion and systematic report activities will be carried out by the City of Torino in close co-operation with the ITP and Turismo Torino agencies. This synergy will ensure that there is an integrated form of communication, designed not only to promote individual events but to promote the city and area of Torino as a whole.

Link with the general objective of the Plan

Communication will be a fundamental tool for implementing the "Strategic plan for international promotion". It will give maximum publicity to the actions, ensuring that they achieve their full potential.

Potential shortcomings and hazards if not enacted

The city's international communication programme is a fundamental action to give Torino a new image as a truly international city which is going through a period of far-reaching and positive transformation. If this action is not achieved, it will not be possible to overcome the current stereotyped image of the city, preventing it from playing a leading role on the international stage of great cities.



Objective 1.2 Facilitate access to Torino

- Expanding the airport network

Action 1.2.1 Increasing the international role of the Torino-Caselle airport by expanding existing links and opening new ones, both for passenger and for cargo transport.

Description

The action provides for agreements with new management and financial partners to ensure that national and international routes for the airport of Caselle will remain and be increased. It must continue to be the main focus for demand and for the appeal of Piedmont. It is important to stress the potential of the future rail link between the airport and the crossrail system and thus, in particular, also with the city centre. Expansion of the role of the Torino-Caselle airport is a priority action to foster the development and competitiveness of the region. It offers a low level of risk, high visibility and several competitive advantages thanks to its high degree of integration with other projects in the Plan.

Actors involved

The Actors involved in the actions are local authorities, Sagat, the Chamber of Commerce, trade associations and other management and financial partners.

Link with the general objective of the Plan

The action facilitates national and international access to and from Torino also in terms of promoting actions designed to enhance the European dimension of Torino and its surrounding area. Fulfilment of this action also has strategic importance for the Torino 2006 Winter Olympics, since the Torino-Caselle airport will be the main point of arrival for tourists and athletes.

Potential shortcomings and hazards if not enacted

If the international role of the Torino-Caselle airport is not increased, there is a risk that Torino and Piedmont will not be incorporated into the system of transnational networks. This will lead to excessive dependence of the city on airports outside the Torino and Piedmont area.



Objective 1.2 Facilitate access to Torino

- Expansion and integration at all levels of the public railway system

Action 1.2.2 Completion of the crossrail system between the stations of Porta Susa and Stura, and development of the area above

Description

The action is designed to complete the crossrail system between the stations of Porta Susa and Dora (stage 1) and between Dora and Stura (stage 2). The project also provides for the development of the areas above ground, the stations, and the setting up of a special bureau for this project, to ensure that all time schedules are respected. This action is crucial for the future plans for the city and for the Torino rail link, as well as for the Metro service. It will also ensure a high level of visibility and progress while presenting a low level of risk. The total cost of the project is about 1,135 billion lire, of which 705 has already been approved for the first section and 430 is to be set aside for the second. The first section is due to be completed by 2004, the second by 2005.

Actors involved

The Actors involved in the action are the City of Torino, Piedmont Region, FS Italian State Railways and the Ministry of Transport.

Link with the general objective of the Plan

The crossrail system is a fundamental project for future access to the Torino area, which is to be integrated at various levels: international, national, regional, metropolitan, urban. This action is of extreme strategic importance for the Torino 2006 Winter Olympics, considerably improving mobility within the area. The February 2006 deadline means this work must be completed by the end of 2005.

Potential shortcomings and hazards if not enacted

Funds must be sourced for the second section. If it is not completed, the structural reorganisation of the Torino rail link will fail. This is the core of the new town planning scheme and of the benefits sought in terms of urban and regional quality brought about by the structural development of public rail transport.



Objective 1.2 Facilitate access to Torino

- Expansion and integration at all levels of the public rail system

Action 1.2.3 Participation in the Po Valley and Transalpine High Capacity Rail System, creating rail links between Torino and Milan and between Torino and Lyon, with the Susa-Dora system to be used as the High Capacity station for Torino.

Description

The Torino-Milan line: The action aims to give priority support to the agreements reached at the services conference, obtaining approval for starting work on the Piedmont section.

Torino-Lyon line: The action aims to reach a solution agreed at intergovernmental level (Italy-France) concerning the route and the operational stages of construction, as well as selecting the route for the Susa-Torino section and its connections to the rail network in Torino (goods and passenger services). The action is to be given high priority and will command considerable visibility, since it is able to provide rapid connections between three of the most dynamic European cities, thus creating important economic synergies. It should also be stressed that, in terms of the rail service, the resources required for completing the crossrail system are not sufficient to ensure that the new stations of Porta Susa and Dora will play a central role. The current plan to adopt temporary solutions is also inadequate in view of the decisions that Torino will be called upon to make when designating the international High Capacity station for the city. It may be necessary to choose one of two alternative locations but there is also the possibility of creating a "system" using two complementary sites: Porta Susa, which has an established position close to the city centre; Dora, which offers a new "centre" to be created by Spina 3, with a direct link to Caselle airport. Available funds and political intent have been secured for the Torino-Milan section, on which work is due to start in 2000 and end by 2005. The Torino-Lyon section has still to be established.

Actors involved

Actors involved include local authorities (Municipality, Province and Region), FS Italian State Railways, the Ministry of Transport, the Cities of Milan and Lyon, Lombardy Region, SNCF French State Railways, and other public institutions in Italy and France.

Link with the general objective of the Plan

The action includes two strategic projects (with the Torino-Milan line having priority) to integrate Torino in the European network of high-capacity rail transport for passengers and goods, and to put into effect the overall plan for innovation and rethinking of development and competitiveness in the area. This action is of extreme strategic importance for the Torino 2006 Winter Olympics, considerably improving mobility within the area. The February 2006 deadline means this work must be completed by the end of 2005.

Potential shortcomings and hazards if not enacted

Delays in making decisions would penalise Torino with regard to Milan and Lyon, with loss of competitiveness if Piedmont does not fully become part of a Europe-wide dimension. Temporary or inadequate planning of the new stations would prevent the development of new opportunities opened up by the extreme ease of access and the new "centres" in the city.



Objective 1.2 Facilitate access to Torino

- Expansion and integration at all levels of the public railway system

Action 1.2.4 Construction of the metro network

Description

The action provides for the construction of four rail services (Chivasso-Carmagnola, Rivarolo- Chieri, Ciriè-Pinerolo, Avigliana-Porta Nuova) in the crossrail link, with integration, rationalisation, and expansion of public transport by rail. The action is divided into three operative stages: the first by the early months of 2000, the second by January 2001, the third by January 2006. The project accompanies the completion of the crossrail system, contributing to the reorganisation and expansion of public transport on rail in the metropolitan area of Torino.

Actors involved

Actors involved include local authorities (City, Province and Region), FS Italian State Railways, the Ministry of Transport, Satti, and the Metropolitan Mobility Agency (to be incorporated).

Link with the general objective of the Plan

As well as improving access, the service will form an infrastructural basis for future actions for development and competitiveness within the Torino area.

Potential shortcomings and hazards if not enacted

The costs must be defined and the funds sourced. Delays in completion would make the benefits of the crossrail system that much less tangible. If the service is not put into effect, it will reduce the effectiveness of those actions being undertaken to promote development and competitiveness within the Torino area.



Objective 1.2 Facilitate access to Torino

- Expansion and integration at all levels of the public railway system

Action 1.2.5 Construction of the stations along the route of the crossrail system: Susa, Dora, Zappata, Rebaudengo, Stura and enlargement of existing stations

Description

Completion of the crossrail system must keep pace with the construction of new stations, which must be adequate for the urban and infrastructural transformation that the City and the Strategic Plan intend to carry out in order to promote Torino and its area. It is thus necessary to prepare the projects urgently and locate such additional resources as may be necessary. The project must pay close attention to the relationship between extreme ease of access between the stations and the city, and the significant presence of higher level functions. The action thus also plans to extend new forms of urban centralisation to the existing stations of Settimo-Madonna di Campagna-Lingotto-Nichelino-Moncalieri-Trofarello. Dora will become more important as the station for the Olympic village. Priorities will be agreed upon according to the individual projects for new forms of centralisation. The costs which have already been established include about 100 billion lire for Porta Susa and 50 billion for Dora. Construction schedules must coincide with those planned for completing the crossrail (2005).

Actors involved

Actors involved in the action include local authorities (City, Province and Region), FS Italian State Railways, and the Ministry of Transport.

Link with the general objective of the Plan

The stations are part of the strategy to ensure a high level of international appeal and identity for the main areas of access to the infrastructural system of rail transport.

Potential shortcomings and hazards if not enacted

In terms of the rail service, the resources required for completing the crossrail system are not sufficient to ensure that the new stations play a central role, nor that existing ones can be enlarged. Provisional or inadequate construction of the new stations and failure to enlarge existing stations would hinder development of opportunities created by the integration between high levels of accessibility and new forms of centralisation at the urban level.



Objective 1.2 Facilitate access to Torino

- Improvement of access to the Torino area via the road system and links between the motorways to the north and south of the city

Action 1.2.6 Completion of Corso Marche between Corso Regina and the Northern motorway ring road, and to the south of Corso Francia, linking it to the ring road

Description

The action provides for completion of Corso Marche to the north and south of the current route. The project is design to relieve pressure on the ring road and create a fast north-south artery in the western part of the metropolitan area. Project management has already been established and it is fully integrated with other actions in the same and in different sectors. The visibility of the action is good, as is the level of risk. Estimated costs for the section between Corso Regina and the Northern ring road amount to 20 billion lire, while the area to the south of Corso Francia comes to 170 billion. Completion of the project is estimated to be by the end of 2005.

Actors involved

The Actors involved are local authorities, municipalities in the metropolitan area and ATIVA.

Link with the general objective of the Plan

The works are important for improving access to Torino and offering alternative routes to the motorway ring road. Improved mobility towards the Alps in the Torino area will also prove to be a fundamental objective in view of the Torino 2006 Olympics, which are a deadline for the completion of all planned infrastructure works.

Potential shortcomings and hazards if not enacted

The project has existed for years without ever making much progress. The route south of Corso Francia goes through a densely built-up area. If the project is not completed, the critical situation of the ring road system will remain.



Objective 1.2 Facilitate access to Torino

- Improvement of access to the Torino area via the road system and links between the motorways to the north and south of Torino

Action 1.2.7 Completion of the ring road around Torino on the eastern side (Gronda Est)

Description

This action is designed to complete the ring road around Torino with a new road of the IV CNR type (10.50 m). This work will lead to the completion, on the eastern side of the hills, of the "gronda esterna" (the "external slip road") for the metropolitan area, linking up the A21 and A4 motorways. The project is designed both to relieve pressure on the motorway ring road by building a north-south route to the east of the metropolitan area, and to complete the important "external slip road" for the city (PTC of the Province of Torino), as well as to improve accessibility and links between towns and areas to the east of Torino (Chieri in particular) and, lastly, to ensure adequate safety standards currently lacking due to deficiencies in the existing road network. The project still remains to be fully defined, and the actuators and resources to be used are still to be established. The cost of the works, which are due for completion in 2010, is estimated at 400 billion lire.

Actors involved

The Actors involved are local authorities (City, Province, Region), SATAP, ANAS, the Municipality of Chieri and other municipalities in the metropolitan area.

Link with the general objective of the Plan

This project is important for easing the north-south traffic of Torino, providing alternatives to the motorway ring road, and creating a more direct link between the A4 and A5 motorways and the A6 and A21.

Potential shortcomings and hazards if not enacted

The idea has been on paper for many years (it is included in the Torino master plan and in the recent PTC of the Province) but has never been made operational. In its northern reaches, the route passes through environmentally delicate areas (the hills and the Po river).



Objective 1.2 Facilitate access to Torino

- Improvement of access to the Torino area via the road system and links between the motorways to the north and south of Torino

Action 1.2.8 Completion of the Torino-Pinerolo motorway

Description

The objective of the action is to complete the Torino-Pinerolo motorway spur and its service centre. The action also provides for some complementary operations on the ordinary road network in the municipalities of Beinasco, Orbassano and Rivalta, in order to minimise environmental impact:

- link between Provincial Roads 6, 174 and 175;
- construction of a new south-east bypass for Rivalta;
- adaptation and completion of the Beinasco municipal road.

Other complementary operations include the bypasses for Alpignano, Pianezza and Trofarello.

The project is due to be completed in 2003, bearing in mind the approach of the Winter Olympics of 2006, with an overall cost of 220 billion lire.

Actors involved

Ministry of Public Works, Piedmont Region, Province of Torino, ANAS, ATIVA, municipalities involved.

Link with the general objective of the Plan

This project is an infrastructure operation already included in the Pact for Development in Piedmont ("Patto per lo sviluppo del Piemonte"), which is of fundamental importance for the Torino 2006 Winter Olympics. Completion of the motorway will provide easy access from the city of Torino to the mountain locations where the Games will be held.

Potential shortcomings and hazards if not enacted

Should the action not be carried out, the motorway would be left incomplete, thus also hindering mobility during the Olympic Games.



Objective 1.3 Improve mobility within the city

- Expansion and improvement of public transport infrastructure

Action 1.3.1 Construction of the Collegno-Porta Nuova section of Line 1 (Rivoli-Torino-Nichelino) of the Torino metro system, giving international resonance to the architectural design of the stations

Description

The action provides for the creation of the Collegno-Porta Nuova section of Line 1 of the metro link between Collegno and Torino-Porta Nuova; with the possibility of giving international prominence to the design of the stations. The action also has the objective of starting up projects to design the extension to Rivoli and Nichelino. The total cost of the project is 1267 billion lire, of which 701 financed by the Ministry of Transport, 100 by Piedmont Region and the remainder to be raised by the City of Torino in other forms. The project will significantly improve mobility within the metropolitan area, particularly along the east-west axis. Construction of this section of the metro constitutes a mature and feasible project, of considerable visibility and closely interlinked with other actions. The works are due for completion in 2005.

Actors involved

The Actors involved are the City of Torino, Municipality of Collegno, Piedmont Region, the Ministry of Transport, ATM, Satti, the Chamber of Commerce, bank foundations, Finpiemonte, ITP and the Metropolitan Mobility Agency (to be incorporated).

Link with the general objective of the Plan

This is a key project for mobility within the area of Torino, partly in view of the Torino 2006 Winter Olympics, which are a sure deadline for completion. Its construction must give the city the opportunity to enhance its image, giving international prominence to the way the identity of the stations is created.

Potential shortcomings and hazards if not enacted

Should this long-awaited work, which would permit access to the internal zones of the metropolitan area, not be carried out, the appeal and competitiveness of the city would be jeopardised.



Objective 1.3 Improve mobility within the city

- Expansion and improvement of public transport infrastructure

Action 1.3.2 Improving the quality of the tram network and extending the main lines to metropolitan municipalities, particularly on the Venaria and Stupinigi lines

Description

The action is designed to improve the technical characteristics and service of the present tram system, developing and expanding it; extending the main lines, where necessary, in outlying municipalities, particularly in the case of arteries which include locations at metropolitan level (e.g. line 3 - Reggia di Venaria; line 4 - Palazzina di Stupinigi). The existence of an efficient fixed-track public transport network which can be improved and extended is a precondition for this action. This action will be able to bring about considerable improvements to the public transport system. The most important operation will be the construction of line 4, a fundamental axis for crossing the city from north to south: it will run underground from Corso Sommeiller to Corso Giulio Cesare before the Dora river. Planned costs include 875 billion lire for replacement of the rolling stock, 475 billion for renovation of the fixed installations (as well as about 400 billion for the central tunnel of line 4). Resources for extension of the lines are still to be defined. The work is due to be completed in 2005.

Actors involved

City of Torino, metropolitan municipalities, ATM, and the Metropolitan Mobility Agency (to be incorporated).

Link with the general objective of the Plan

These operations are fundamental for mobility within the area of Torino and to foster the growth of the identity of the city as an Italian metropolis at European level.

Potential shortcomings and hazards if not enacted

Maintenance of today's inadequate level of tram service; abandonment of an important strategy for developing the public transport service.



Objective 1.3 Improve mobility within the city

- Expansion and improvement of fixed-track public transport

Action 1.3.3 To construct park-and-ride car parks at the urban and metropolitan nodes on the main lines of the public transport system

Description

The action aims to create a network of park-and-ride car parks to facilitate access to the city, using highly efficient public transport lines. The strong point of the action is the contemporaneous work of expanding and extending the public transport system on fixed track (action 1.3.2). This will give users a real opportunity to abandon the use of their private vehicles, in favour of public means, to complete their journey in the more densely built-up part of the city. The car parks are due to be completed in 2005.

Actors involved

City of Torino, ATM, municipalities in the metropolitan area, trade associations.

Link with the general objective of the Plan

The action is designed to improve integration between the public transport system and users of private vehicles coming from outside the city, with the aim of improving mobility in built-up areas and reducing sources of pollution in the central areas. The use of park-and-ride car parks located in the direction of the Alpine valleys will be of strategic importance for the Torino 2006 Winter Olympics, by which time they must be completed.

Potential shortcomings and hazards if not enacted

The mere fact that park-and-ride car parks are built does not necessarily guarantee that they will be used. The main public transport lines need to be improved, and awareness-raising campaigns and incentives to use them need to be implemented. If the park-and-ride car parks are not built, or if they are not used, the work to improve the standard of existing public transport will be wasted.



Objective 1.3 Improve mobility within the city

- Improve the quality of mobility services

Action 1.3.4 Set up a company to expand computerised management of the transport system to the entire city and metropolitan area

Description

The excellent results obtained by experimental application of Project 5T in terms of reduced travel time, pollution levels, costs and congestion, by controlling the traffic and providing more information to the users, clearly shows the importance of considering as strategic those actions which are designed to raise the quality of services for sustainable circulation. The action is designed to transform the present consortium into a management company (the legal status of which has yet to be established), which is to be self-sufficient in terms of resources and planning capabilities, with the task of extending computerised control to circulation throughout the city and the conurbation. The action involves the radial exit routes and the motorway ring road. Costs are estimated at 22 billion lire for Torino (requested from the Ministry of Transport) and 25 billion for the conurbation. The means for setting up the management company are currently being established.

Actors involved

City of Torino, municipalities in the metropolitan area, Province of Torino, ATM, Chambers of Commerce, banks, private companies, Metropolitan Mobility Agency (to be incorporated).

Link with the general objective of the Plan

Torino boasts a position of excellence in Europe in terms of the creation and application of innovative systems for sustainable mobility: this action offers the opportunity to strengthen this position and extend the benefits of computerised management to the entire metropolitan area.

Potential shortcomings and hazards if not enacted

Failure to carry out the action would mean obtaining none of the advantages that computerised management can provide on a metropolitan scale, with limited expenditure of resources, integrating sustainable mobility with improved performance in public transport. A large number of institutions, however, need to be involved.



Objective 1.3 Improve mobility within the city

- Improvement in the quality of mobility services

Action 1.3.5 Improvement of the efficiency of the collective transport system, partly through the use of innovative services (taxi sharing, car sharing)

Description

The action will make it possible to improve the level of service of public transport by experimenting and subsequently adopting car-sharing systems, taxi sharing, services on demand, and services for limited demand. The strong point of the action is the simultaneous work to expand and extend the fixed-track public transport network (action 1.3.2) to the two municipalities in the metropolitan area. Also of particular interest is the set of actions designed to promote the use of public transport, reducing the use of cars, improving mobility (with greater control to ensure respect for the highway code), and facilitating the mobility of pedestrians. The action is due to be implemented by the end of 2002.

Actors involved

City of Torino, ATM.

Link with the general objective of the Plan

The action is designed to expand the use and improve the quality of collective transport, with emphasis on less polluting means. The main aim is to improve the quality of life of the residents and users of the city.

Potential shortcomings and hazards if not enacted

Improvement in the level of service of public transport must be accompanied by greater frequency, comfort and safety. An increase in the number of users will depend on the contemporaneous implementation of other methods (park-and-ride car parks, extension of the lines). Should the action not be implemented, it would jeopardise the whole system of actions designed to improve urban quality.



Objective 1.3 Improve mobility within the city

- Improvement of accessibility in the south of the city

Action 1.3.6 Creation of a fast pedestrian link from the Lingotto trade fair area to Lingotto station

Description

This action is based on the premise that the internationally famous Lingotto centre is a powerful focus of attraction that could be further improved by providing a convenient link to the Lingotto station on the crossrail system, and thus to the city centre. The aim of the action is to create a link between the Lingotto centre and Lingotto station to give visitors rapid access. This is the first part of a broader operation to bring together various areas and link up Piazza Galimberti, the Lingotto centre and the Italia 61 area.

For this first stage, costs have been established at 14 billion lire, already requested from the Ministry of Transport; completion is due by the end of 2000.

Actors involved

City of Torino, FS Italian State Railways, Ministry of Transport, Lingotto, Province of Torino, Piedmont Region.

Link with the general objective of the Plan

Increased attraction that the Lingotto centre must exert in a general reorganisation of the role of Torino in the international arena.

Potential shortcomings and hazards if not enacted

The action is also linked to the redevelopment of the wholesale market, planned for the Winter Olympics. If this is not achieved, it would be a serious obstacle to the development of Lingotto as the ideal venue for events designed for large numbers of visitors.



Objective 1.3 Improve mobility within the city

- Improvement of accessibility in the south of the city

Action 1.3.7 Construction of an east-west underpass link between Corso Spezia and Corso Sebastopoli

Description

This action is designed to create an underground road link between Corso Unità d'Italia (at the hospitals), Corso Spezia and Corso Sebastopoli.

The operation is of strategic importance because it completes an east-west artery of prime importance for the urban area, connecting up to the central development backbone (Spina Centrale), considerably improving access to the Lingotto centre and it will assist in the urban redevelopment of the hospital district.

Estimated costs for the works come to about 90 billion lire, already requested from the former Department of Urban Areas. Completion is due by the end of 2005.

Actors involved

City of Torino.

Link with the general objective of the Plan

The action is designed to provide an east-west link, enabling an urban road axis of prime importance to be completed with a link to the Spina Centrale.

Potential shortcomings and hazards if not enacted

Should it not be completed, it will prevent the improvement of circulation in the south of Torino, particularly for the two urban areas separated by the rail terminal of Lingotto. The project is an integral part of the town planning and building operations for the multipurpose Lingotto centre and for the redevelopment of the hospital district.



STRATEGIC LINE 2

Construct the metropolitan government

Objectives

2.1 Create new forms of governance

2.2 Construct services for the metropolitan area

2.1 Create new forms of governance

2.1.1. Institute a Conferenza Metropolitana for the government of the metropolitan area

2.1.2. Constitute an Association for the realisation and monitoring of the Strategic Plan

2.2 Construct services for the metropolitan area

2.2.1 Create a Transport Agency for the metropolitan area of Torino, which will be responsible for planning, the allocation of resources and the commercialisation of services related to the whole public transport system

2.2.2 Extend the system of local fibre optics networks to the municipalities of the metropolitan area



Objective 2.1 Create new forms of governance

Action 2.1.1 Institute a *Conferenza Metropolitana* for the government of the metropolitan area

Description

The Action provides for the creation, through a voluntary agreement, of a stable and general seat of debate amongst the local authorities of the metropolitan area (the Province and related municipalities) to create a level of management of problems above the municipal level.

Negotiation of the agreement protocol, nomination of the director and the establishment of the Conferenza Metropolitana will be completed by 2000.

The Conferenza Metropolitana will have the task, amongst other things, of evaluating the constitution of the metropolitan city and the elaboration of its statute in accordance with Law 265 of 3 August 1999.

Actors involved

The institutional figures involved include the President of the Province and the mayors of the metropolitan area or member municipalities. The presidents of city districts, the President of the Region, the Chamber of Commerce President, the University and Polytechnic Rectors and other actors from the Development Forum can participate in the Conferenza, without the right to vote.

Link with the general objective of the plan

The Action reflects the will to promote the area as a whole, in the belief that this is the best dimension to make the most of its potential and resources.

Potential shortcomings and hazards if not enacted

Non implementation of the action would limit other actions of the plan and future policies to municipal and confines, making them often contradictory, with little possibility of promoting the area as a whole.



Objective 2.1 Create new forms of governance

Action 2.1.2 Constitute an Association for the realisation and monitoring of the strategic Plan

Description

The pact put forward by the Plan will be signed by the current members of the Development Forum, mayors of municipalities which are members of the Conferenza Metropolitana and the representatives of other economic, cultural, environmentalist and social solidarity groups.

Subscription will bring membership of a mixed capital Association which will work constantly to co-ordinate, stimulate, facilitate, monitor and revise the Strategic Plan.

The assembly of the association, presided over by the mayor of Torino, will be composed of all the members and will elect a board. The Association will have a very agile working structure, with a director and limited staff.

Actors involved

Members of the Development Forum, the mayors of municipalities that are members of the Conferenza Metropolitana, representatives of the most important economic, cultural, environmentalist and social solidarity groups.

Link with the general objective of the plan

The Action enables the realisation of objectives provided for by the Strategic Plan and the monitoring of the implementation of actions.

Potential shortcomings and hazards if not enacted

Failure to implement the action means the impossibility of providing planned and agreed development of the metropolitan area, as well as a serious difficulty in verifying the concrete results of the Plan and in getting the projects started.



Objective 2.2 Construct services for the metropolitan area

Action 2.2.1 Create a Transport Agency for the metropolitan area of Torino, which will be responsible for planning, the allocation of resources and the commercialisation of services related to the whole public transport system

Description

The Action provides for the institution of a Metropolitan Agency by the Conferenza Metropolitana which will be responsible for planning, the allocation of resources and the commercialisation of services related to the whole public transport system. Responsibility for the planning and regulation of the whole transport system, including the metropolitan railways, will be given to the agency. The creation of the Transport Agency is an important area responsibility for the Conferenza Metropolitana.

Actors involved

The Actors involved in the action are the City of Torino, the Province of Torino, Piedmont Region and the municipalities which are members of the Conferenza Metropolitana.

Link with the general objective of the plan

The action will improve transport, integrating and co-ordinating the activities of different service providers, bringing benefits not just to the people of the metropolitan area but also to possible tourists.

Potential shortcomings and hazards if not enacted

Failure to create the Agency would cause a serious reduction in the quality of transport services, which would continue to be run by each local municipality.



Objective 2.2 Construct services for the metropolitan area

Action 2.2.2 Extend the system of local fibre optics networks to the municipalities of the metropolitan area

Description

The objective of the action is to construct a body of co-ordination, planning and technical support for the extension of the fibre optics networks in the Municipalities which make up the metropolitan area of Torino. The cost of a fibre optic network comes mostly from laying it underground, and this becomes marginal if combined with laying other cables and/or maintenance on current underground systems (water, gas, electricity, sewage). It is not economic for international operators to make investments in networks out of the big cities, but they have an interest in connecting local networks that already exist.

Actors involved

Piedmont Region, Province of Torino, municipalities of the metropolitan area, Italian and international telecommunications operators.

Link with the general objective of the plan

The extension of the information network will improve the competitive advantages of the metropolitan area

Potential shortcomings and hazards if not enacted

Missing out on the action would limit the benefits from a European network of high performance, strongly reducing the prospect of participation in the information society for the whole metropolitan area, making results derived from spontaneous meetings highly unlikely.



STRATEGIC LINE 3

Develop training and research as strategic resources

Objectives

- 3.1 Strengthen a university centre of international level and appeal
- 3.2 Foster the development of research in tandem with economic initiatives
- 3.. Promote vocational training and work/training integration

3.1 Strengthen a university centre of international level and appeal

- 3.1.1 Develop and raise the standard of University structures, giving life to four university establishments (humanities, political sciences and law, natural and physical sciences, medicine) concentrated on new sites
- 3.1.2 Develop and raise the standard of the Polytechnic structures by doubling the area of the old Railway Yards, giving life to new centres of excellence (Institute for ICT/TLC, automotive at Lingotto), linking it to business research (Motorola) and adopting structures for creating/sustaining business (incubator)
- 3.1.3 Reinforce international links by strengthening current communication networks through the Italo-French University, based at the Certosa di Collegno and, finally, through possible new residences (Lingotto, new university locations, hypothesis of "College of excellence")
- 3.1.4 Create a network of advanced training and research, in the post-graduate field, through the improvement of existing activities and new activities in the fields of the sciences of complexity, economics and finance, based in Villa Gualino and the Real Collegio Carlo Alberto

3.2 Foster the development of research in tandem with economic initiatives

- 3.2.1 Develop the research opportunities of scientific centres in the Torino area, networking their capacities, favouring their practical applications and linking them to entrepreneurial activities through mechanisms of technology transfer, incubation and independence of research activities. In particular this orientation should be applied in the following technical-scientific fields:
 - 3.2.1.1 oncology;
 - 3.2.1.2 biotechnology; neuroscience; bioengineering
- 3.2.2 Bring out the potential of the city as an international health centre of excellence

3.3 Promote vocational training and work/training integration

- 3.3.1 Create a structure, or a network of structures, responsible for monitoring (including the supply/demand relationship), technical-planning support, circulation of information and utilisation of the whole education-training system in its new situation of independence
- 3.3.2 Make the best use of human capital "at risk", or in any case not interested in usual forms of education, through training actions for immigrants, recovery of those who abandon schooling, education and career guidance, and continuing and permanent training, through the use of distance learning and multimedia technology. Encourage the access of the whole youth population to a minimum guaranteed level of knowledge (English and basic computer skills)
- 3.3.3 Create a pilot institution in the area of vocational training for the industrial sector, valid as a model of national and, potentially, international reference (with particular attention to developing countries)
- 3.3.4 Make the many training opportunities in the Torino area visible and attractive on a global scale, with reference to the presence of international organisations, relaunching the IPSET project, making good use of the presence of the ILO and giving life to new initiatives.



Objective 3.1 Strengthen a university centre of international level and appeal

Action 3.1.1 Develop and raise the standard of University structures, giving life to four university establishments (humanities, political sciences and law, natural and physical sciences, medicine) concentrated on new sites

Description

The action proposes the objective of raising the standard of University structures, by decentralisation and relieving congestion, increasing efficiency and accessibility, developing a policy of international collaboration and providing an increase in residential resources for this development. The primary aims of the new building arrangement provide for:

- definitive and uniform locations that will replace the current fragmentation of premises;
- a rationale by poles of aggregation, distinguished by its scientific-disciplinary logic and homogeneity;
- strong reinforcement of the endowment of infrastructures, in particular the library system;
- ease of connection to the transport system and between the different sites;
- maintenance of the pole of the Humanities faculty in the central area of the city.
- The new locations are:
 - Human Sciences, in the ex-Manifattura Tabacchi area and the area of Palazzo Nuovo;
 - Political Science and Law, in the ex-Italgas area;
 - Natural, Physical, Technical, Agricultural and Veterinary Sciences, in Grugliasco;
 - Medical Sciences, partially relocated in the areas of the Molinette hospital and San Luigi hospital in Orbassano.

Actors involved

University, MURST, Piedmont Region, Compagnia di San Paolo, Fondazione CRT, City of Torino, municipalities involved in the project.

Link with the general objective of the plan

The action is dedicated to transforming the University into a new European-style model, raising standards and qualities. The relationships that Torino's Universities will be able to build in the years to come will be fundamental to reinforce its interdisciplinary approach and international vocation, creating the skills base needed for the development of the city. Many proposals for new courses (security sciences, education in the field of cultural assets and activities) will be feasible only in this new framework of sites.

Potential shortcomings and hazards if not enacted

In such a complicated process of change, the action presents technical and other difficulties to be dealt with through the right instruments. Other difficulties come from the distribution of ministerial funds amongst identified poles. Failure to implement the project would not allow Torino to be part of the network of universities of an international standard, and would reduce the attractiveness of the university, exposing it – in a situation of demographic contraction – to the strong competition of other establishments.



Objective: 3.1 Strengthen a university centre of international level and appeal
Action 3.1.2 Develop and raise the standard of the Polytechnic structures by doubling the area of the old Railway Yards, giving life to new centres of excellence (Institute for ICT/TLC, automotive at Lingotto), linking it to business research (Motorola) and adopting structures for creating/sustaining business (incubator)

Description

The action envisages a series of projects with the objective of improving and developing the structures and education offered by the Polytechnic. Finding the cultural and economic resources is above all essential to support the strategic goal of quantitative and qualitative expansion on the scale of the objective. In this sense the "Doubling Project" is an essential point on a symbolic level of the potential for development and improvement of the Polytechnic's activities of excellence for the coming years. The project concerns the expansion of the Polytechnic into the adjacent areas of the former Officine Grandi Riparazioni, re-stabilising the distribution of functions and facilities inside a complete whole closely integrated with the city. The Higher Institute of Information and Communication Technology is part of the reorganisation of teaching and research activities, a consequence of building expansion which aims to provide international standards of excellence for these activities. It is important to aid the reorganisation and reinforcement of activities in this field, recognised as an element which drives innovation. The Institute will be created in the area planned for the doubling of premises, occupying around 25,000 square metres and comprising three CNR research centres (destined to be integrated into a new Institute) and departmental activities in the IT and electronics sectors. Links with the world of business have particular importance in this process, both in the field of research and in business creation. A Motorola Research and Development Centre is in the process of being constructed, in the ex-Cir area, which will allow important scientific and educational collaboration between the company and the Polytechnic. Another area has also been allocated for the building of an incubator for business ideas, which offers new businesses the opportunity to exploit the University's scientific and technological potential. Programmes for the realisation of infrastructure envisage that the works of the first lot will be usable in the academic year 2001-2002, and that the phases of construction for the entire complex will be finished in 2007. The predicted cost is 140 billion lire for the first lot, of which 70 will be financed by the Ministry and 70 found by the Polytechnic itself. The Compagnia di San Paolo has already allocated 42 billion for the doubling project and for the creation of the Higher Institute of Information and Communication Technology.

Actors involved

City of Torino, Province of Torino, Piedmont Region, MURST, Compagnia di San Paolo, Polytechnic, CNR, COREP, Motorola.

Link with the general objective of the plan

The project represents a realisation of strategic importance for the long term economic and technological development of the country and in particular the north-western area.

Potential shortcomings and hazards if not enacted

The potential available in the current education structure cannot be fully expressed: improvement would lead to the addition of bodies present and activities in cutting-edge sectors, favouring the consolidation of a technological, research and training pole of international importance.



Objective 3.1 Strengthen a university centre of international level and appeal

Action 3.1.3 Reinforce international links by strengthening current communication networks through the Italo-French University, based at the Certosa di Collegno and, finally, through possible new residences (Lingotto, new university locations, hypothesis of "College of excellence")

Description

The University of Torino has undertaken a number initiatives finalised to strengthen and internationalise research. Amongst these is the launch of the Italo-French University which will be located in the Certosa di Collegno. The Italo-French University will have its main sites in Grenoble and Torino. Exchanges of professors, researchers, and scholarships for people writing their theses are planned between the Italian and French universities. The estimated cost is 50 billion lire (for this, the Region has undertaken to allocate 20 billion for the transfer of health services currently located in the Certosa di Collegno). In view of the internationalisation of Torino's universities, housing in the Torino area destined for Italian and foreign students has to be increased, in terms of quantity and quality. Various sites are affected by development or expansion works while, in connection with Action 3.1.4, it seems possible to link this need to the availability of the former Real Collegio Carlo Alberto complex, which will be the centre of a "College of Excellence" for the needs of the third university level.

Actors involved

Local authorities (City, Province and Region), MURST, Ministry of Foreign Affairs, French state, Municipality of Collegno, University, Polytechnic, student welfare body, Collegio R. Einaudi.

Link with the general objective of the plan

The action is dedicated to transforming the University into a new European-style model: the relations that Torino's universities will be able to build in the coming years will be fundamental in strengthening its interdisciplinary approach and international vocation. A rapport with the French university system will furthermore go in the direction of the strategic reinforcement of the hypothesis of the Alpine macroregion.

Potential shortcomings and hazards if not enacted

The Action is closely linked to Action 3.1.1 which provides for the development of four university poles, and therefore presents the same weaknesses, linked to the difficulty in managing such a complicated process with the appropriate tools. Furthermore, it is imperative that the MURST pledges resources of real significance for the Italo-French University programme, without which the project is destined to remain only on paper.



Objective 3.1 Strengthen a university centre of international level and appeal

Action 3.1.4 Creating a network of advanced training and research, in the post-graduate field, through the improvement of existing activities and new activities in the sciences of complexity, economics and finance, based in Villa Gualino and the Real Collegio Carlo Alberto

Description

The Action provides for the constitution of a network of advanced training and research in the scientific, economic and financial fields, with a hypothesis for location which envisages that the sciences be centred on Villa Gualino and economics-finance on the Real Collegio Carlo Alberto di Moncalieri. The network will also involve extra-academic bodies and, through single centres and laboratories, will contribute to the generation of activities with high economic returns and/or business potential. The new structure will have to maintain significant relations with the university, to which a majority of the actors involved refer, but will also have to guarantee sufficient administrative and organisational independence, so as to assure management flexibility. The structure will have to be centred on "third level" activity (post-graduate training), in which research and teaching are tightly interwoven and will have to allow adequate "mobility" and the development of "network" ties, with an international approach and breadth. The Real Collegio Carlo Alberto, as well as being the economics and finance centre, will be able to furnish a partial solution to the residential problems of students and lecturers that arrive in the city for third level activity (see 3.1.3). An Institute for Higher Studies will be created in Villa Gualino for scientific research and higher post-graduate training, working in innovative and strategic sectors such as physics and mathematics of complex systems and biotechnology. The Institute will comprise laboratory structures which will draw up agreements with existing external structures to avoid duplication of activities and over-expensive renovation work. A further task of the Institute will be the promotion of research projects and training through partnership with prestigious foreign universities, so as to be able to assign joint PhDs or equivalent qualifications.

Actors involved

MURST, Piedmont Region, local authorities, Universities, Compagnia di San Paolo, Fondazione CRT.

Link with the general objective of the plan

The creation of this kind of structure would raise the visibility of Piedmont as an area in the vanguard of basic research and, through the interaction with the region's universities, would increase teaching and research potential, stimulating the establishment of highly innovative businesses in the medium-long term, contributing to raising the average level of qualification of the regional workforce.

Potential shortcomings and hazards if not enacted

The lack of synergy in high level research implies the waste of resources both in financial and cultural terms, reducing the impact that it could have both in the world of training and in the application of the research.



Objective 3.2 Foster the development of research in tandem with economic initiatives

Action 3.2.1 Develop the research opportunities of scientific centres in the Torino area, networking their capacities, favouring their practical applications and linking them to entrepreneurial activities through mechanisms of technology transfer, incubation and independence of research activities.

3.2.1.1 ONCOLOGY

Description

The area of Torino is characterised by a potential of excellence in some areas of care and research which has not been put to best use. This has led the Piedmont Region to fine-tune a frame of reference and a series of actions to achieve a Piedmontese oncology network, within which the Torino Oncological Pole will play an essential role. This is based on a number of sites of care and research, key amongst which are the Molinette Hospital (centre of the system as the largest oncological hospital in the area, where the new Oncology Department was recently set up) and the Candiolo Centre (linked to the Mauriziano Hospital), on the way to completion and functioning. Starting from this framework and the actions that it requires, a strategy can be outlined aimed at excellence, broken down into some priority lines:

- completion of the oncological centre at the Molinette Hospital, with integration of the care and research activities (Clinical Centre and Scientific Centre), with the strengthening and co-ordination of activities in this last sphere, and with the enrichment of the technological equipment for diagnostic and therapeutic applications, exploiting to the full the strategic advantage of working in a large multi-specialist hospital with a strong university presence and wide-ranging scientific participation in international networks;
- completion of the cancer research and care centre of Candiolo, where research activities of national and international value are already present, integrating diagnostic, therapeutic and experimental functions;
- definition of a comprehensive framework for maintaining excellence in research to enable the integration of the two main realities of the area and the other poles envisaged in the Oncological Network, reducing risks of conflict, duplication and dispersal of resources, thus favouring the emergence of integrated specialisation, and therefore developing the overall potential of the area.

Candidacy for the IRCCS class expressed jointly by the two main realities of the Torino pole could seal this integration.

Actors involved

Piedmont Region, Torino University, San Giovanni Battista Hospital, Ordine Mauriziano, Institute for the Research and Cure of Cancer, other hospitals, private and ex-banking foundations.

Link with the general objective of the plan

The Action will bring out the best of one of the area's aspects of excellence which could constitute a competitive advantage in the repositioning of the city in the European network.

Potential shortcomings and hazards if not enacted

Failure to implement an action of this kind would imply the lack of co-ordination of patient care work and a worsening of care and research in the cancer sector.



3.2.1.2 BIOTECHNOLOGY, BIOENGINEERING, NEUROSCIENCE

Description

The Action aims at promoting Torino as a pole for bioengineering, biotechnology and neuroscience, following the initiatives in Milan, Genoa, Pavia and Trieste which have been successful for some time now. The proposed projects consist of:

- development of the Polytechnic's Bioengineering Centre now financed by the Compagnia di San Paolo, Fondazione CRT and Chamber of Commerce, improving the V. Valletta Hospital and the area of Mirafiori Sud. The costs will mostly be provided by European projects and the above mentioned foundations;
- integration and reinforcement of training and laboratory activities in the area of biotechnology, concentrating high class training activities at the pole of Villa Gualino, research and development activities at the Bio-Industry Park and biomedical research activities in a laboratory pole to be determined in an area near the Medicine Faculty with particular specialisation in oncology and organ transplants;
- completion of the new site for neuroscience research in construction at the San Luigi hospital in Orbassano.

Actors involved

Polytechnic, University, local authorities (in particular the Region Health Department), banking foundations, Fondazione Maugeri, Fondazione Ottolenghi, Chamber of Commerce, Hospitals and private businesses in the sector.

Link with the general objective of the plan

Consolidated centres of international prestige already exist in Torino, active in the various sectors mentioned. Putting them to best use would enable the training of highly qualified personnel, favouring integration with actions in the medical-clinical area. The strengthening of the sector would also help build numerous links with foreign experiences, amongst which is the University of Minnesota's *Center for Product Design and Business Development*

Potential shortcomings and hazards if not enacted

Failure to implement the action would imply Torino's further regression in the sector with respect to other Italian cities, squandering the city's potential and the important international links it could bring.



Objective 3.2 Foster the development of research in tandem with economic initiatives

Action 3.2.2 Bring out the potential of the city as an international health centre of excellence

Description

The level of health care in the city is already, at least in some respects, at the vanguard on a national level; some examples are the liver and heart transplant centres at the Molinette Hospital, care for childhood leukaemia sufferers at the Regina Margherita Children's Hospital, the treatment of trauma at the CTO and the care of AIDS at the Amadeo di Savoia Hospital. On another front, Torino has played a major part in developing home-based health treatment, as the increase in home nursing assistance shows.

Excellence in healthcare is undoubtedly within the parameters that define the quality of life of the population; but it is also a factor which can show the city in a positive light in Italy and abroad.

The objective of this action is to make Torino a place of healthcare excellence such as to attract people due to the quality of its healthcare, with the consequent positive effects on the reputation and economy of the city.

Actors involved

The actors involved are primarily the ASLs (local health authorities), hospitals, local administration, centres of research and associations of retailers and hoteliers: ASLs and hospitals for improving the quality of care, also possibly in other sectors with respect to those in which they already excel.

Link with the general objective of the plan

The action identifies an area of excellence that combines the good quality of the services available to citizens with the promotion of the city's image and attractiveness to the rest of Italy and Europe.

Potential shortcomings and hazards if not enacted

Missing out on a possible factor of development closely tied to quality of life in the city.



Objective 3.3 Promote vocational training and work/training integration

Action 3.3.1 Create a structure, or a network of structures, responsible for monitoring (including the supply/demand relationship), technical-planning support, circulation of information and utilisation of the whole education-training system in its new situation of independence

Description

Autonomous schools, the raising of the school leaving age to fifteen, and of compulsory further education, professional training and apprenticeship until eighteen, and the institution of FIS (Integrated Higher Training) the new apprentice training channel, are all parts of the complex mosaic of reform of the training system. They have recently been passed as national laws that will come into force from the next academic year and will be fully in place by the academic year 2000/2001. These are profound changes that converge in a structure encompassing many aspects of local excellence, from the infant schools onwards, but many trials and tribulations as well. Almost a third of Torino's youth go into the labour market without having acquired either a high school diploma nor a vocational training qualification, even if nearly all of these young people have attended high school up to age eighteen. Career guidance and more generally the link with the world of work, save for some exceptions, is still too rare. Lifelong training remains largely within the realms of good intentions. The processes of change cannot therefore be limited to redesignating responsibilities to the different structures of the world of training. If, from the perspective of Torino as a "City of Training", the objective is to consolidate and widen the areas of excellence and to enable the right to success in the new compulsory training (through the possession of a diploma or a professional qualification) for Torino's youth as a whole, the nascent independent school institutions cannot be left on their own. In order to construct and spread new professions and mentalities which are open to local development objectives, the joint effort of the actors concerned is necessary.

The action proposes to:

- institute a training and work observatory which draws up an annual report on the education system (public and private), from nursery school to university, to maintain and update a data bank of fundamental indicators: sites, pupils, teachers, school/work courses, fluidity of learning paths, scholastic and workplace results, drop-out rates;
- promote a structure for education and career guidance that organises orientation actions to:
 - help to take conscious choices in the transfers between middle and high school, high school and university, and before the lower high school and vocational training or apprenticeship;
 - help to make informed choices, motivate, accompany high school drop-outs on the road towards new sectors of education and apprenticeship or vocational training including the recourse to the possibilities offered by the new norms on work placements;
- open co-operation forum instituted by the Region with the task of:
- establishing a global approach to the theme of the transition/interaction between training and work, with the joint responsibility of the various actors;
- creating a common language shared by these worlds, an indispensable condition for defining methods of assigning credits, transferring training experiences evolved in different situations;
- create the FIS/ITFS to support integrated training actions, to ease the transfer of experiences of excellence in the different sectors, analyse the results of the training needs analyses in the business system and promote the development of education paths;
- launch education workshops to connect school institutions with the cultural resources of the City and the experience of associations.



Actors involved

The actors involved are all bound to the world of training (I.R.R.S.A.E., Cesedi, Cosp, Ceasco). The promoters could be found in those which, in embryonic form, are developing similar projects (the Polytechnic as far as the co-operation forum is concerned could build on the experience developed in the management of the CAMPUS Project, which involves the University, Confindustria, Chamber of Commerce for the co-management of University Diplomas, while Ires Piemonte is drawing up an agreement with the Region for the production of annual reports on the education system). Furthermore, those involved in the experience of the FIS to start the courses of Higher Technical Instruction and Training (Avogadro Institute, Polytechnic, the Regional Training Agency CSEA, COMAU; FIAT, AVIONICA; Lavazza; FIDIA), constitute an important substratum of experience. All projects require the active participation of local authorities (Region, Province, Municipalities).

Link with the general objective of the plan

The proposed actions have a central value in the positioning of the city as a centre of training and in the formation of a work force able to respond to the demand for new professional skills required by innovative companies.

Potential shortcomings and hazards if not enacted

The absence of co-ordination between training and work would mean the failure to create an integrated system of training and training-work transition. It therefore runs the risk of building skills that are not demanded by the labour market, with consequences both from the point of view of employment, and of businesses that have difficulty in finding workers. All this brings the risk of relocation of businesses and constitutes a negative competitive factor for the city.



Objective 3.3 Promote vocational training and work/training integration

Action 3.3.2 Make the best use of human capital "at risk", or in any case not interested in usual forms of education, through training actions for immigrants, recovery of those who abandon schooling, education and career guidance, and continuing and permanent training, through the use of distance learning and multimedia technology. Encourage the access of the whole youth population to a minimum guaranteed level of knowledge (English and basic computer skills)

Description

This is a series of actions intended to help the education of certain groups of the population. The first action concerns immigrants through projects in the following areas: training of graduates, aimed at educating professionals who can be proposed to businesses as a link with the market of the country of origin, so as to facilitate the internationalisation of the local economic system; training of those with high school diplomas with the aim of training figures not available on the market or insufficient; training of first-level qualification to create the professional figures for whom supply is practically non-existent. The second action provides for a network of tele-information to be organised in various functional units divided into project management units, information network management units, teacher training units and co-ordination and supervision. It is intended to be run in synergy with already existing experiences like the *Torino 2000* project and *Piemonte in Rete* for the infrastructure network and like *Andromeda*, for the type of activity. The third action provides for the realisation of a network of information points, at some high schools, for university guidance. The points activated by the project (called CIAO) are conceived as windows with mixed management (lecturers, students, parents) for integrated and assisted information, enabling access to local, national and international resources (data banks). These information points could also be conceived as a public service, from the point of view of permanent education.

Actors involved


The actions involve a series of actors linked to the world of training and work (businesses, educational institutions, professional training bodies), and also social organisations (trade unions, trade associations and training bodies). It should not be forgotten that some of these actions will require technical support (Telecom, CSP). Some schemes, like the Polytechnic's distance learning, furthermore suggest the involvement of actors (Corep) already active in similar schemes. As far as the CIAO project is concerned, the five schools which could launch the pilot scheme have already been specified (1st Liceo Artistico, ITC Arduino, ITC Marro, Liceo Scientifico Curie, Liceo Europeo). Resources can be found through some laws already in force (Law 440/97 of the Ministry for Education), and from negotiation forums (Social Pact). A cost of two billion per year for five years is estimated for the education of immigrants.

Link with the general objective of the plan

The actions are moving in the direction of improving the training of local human resources, and also of guaranteeing the possibility of starting up external national and international relations, and in terms of training, co-operation and trade. They will also improve social cohesion through the inclusion of the disadvantaged in the world of training and work, guaranteed by greater opportunity to access basic information and knowledge.

Potential shortcomings and hazards if not enacted

The failure to implement this type of action would increase detachment and disorientation owing to the difficulty of interpreting the world of work and training in a transitional phase, induced by the introduction of school independence. This exclusion and disorientation increases hardship for some groups of the population, who run the



risk of being excluded from society itself (particularly immigrants). Furthermore it would not grasp the opportunities represented by the very idea of a multi-ethnic society.



Objective 3.3 Promote vocational training and work/training integration

Action 3.3.3 Create a pilot institution in the area of vocational training for the industrial sector, valid as a model of national and, potentially, international reference (with particular attention to developing countries)

Description

One of the macro-objectives of the European Union, supported by structural funds, provides for the retraining of workers for the changes in the economic and industrial systems. In this framework, lifetime training for employees and training for access to work assume a strategic role in the adaptation and creation of professional roles key to the development of businesses and the economic system as a whole. From the point of view of spreading the constancy of lifetime training and accustoming people to it, the importance is clear for Torino of a full-scale training centre for the proposed development of production, associated services and management, pursuing the following objectives:

- create a continuing education system which is reliable, flexible and above all accessible to all workers, at all levels;
- present an innovative initiative in the area of management training and production, through international research and collaboration, building a high-profile image;
- select and co-ordinate in a single structure the current training activities and initiatives of a high quality content, using the "core competencies" of institutional bodies and others at a local level;
- provide the finance for the execution of these objectives.

The training centre will also have to work at an international level, looking in particular to basic training in developing countries, in relation as well to the needs of small and medium-sized enterprises.

Actors involved

City of Torino, Province of Torino, Piedmont Region, AMMA, Unione Industriale, business associations, SAA, social groups, training agencies.

Link with the general objective of the plan

The transfer of the technological and industrial know-how of our area induced by the training centre would help to raise the profile of Torino's image, facilitating the activities of businesses which set up production units in developing countries.

Potential shortcomings and hazards if not enacted

It is probable that, in the absence of this structure, businesses which are affected by major innovation processes and the diminishing number of young people entering the labour market would not find the necessary skills in their workers. This could also reduce one of the competitive advantages of Torino (the presence of highly skilled labour) recognised by foreign companies.



Objective 3.3 Promote vocational training and work/training integration

Action 3.3.4 Make the many training opportunities in the Torino area visible and attractive on a global scale, with reference to the presence of international organisations, relaunching the IPSET project, making good use of the presence of the ILO and giving life to new initiatives

Description

The action is intended to support and increase the visibility of those initiatives and actors concerned with training in an international perspective. Amongst other things, it is intended to support and promote the activity of IPSET to this end through the quantitative increase of the projects proposed by the association of institutions, authorities, public and private bodies which work in the education sector. IPSET is an association of public and private institutions, authorities and bodies which work in the education sector. The basic idea is to be part of creating a perception of Torino as an educational capital through the networking of bodies in Piedmont concerned with this sector. The Action moves, therefore, towards qualifying the area of Torino as an area where training takes on a privileged role of excellence. This objective can also be achieved through the activation of an information exchange point and the activity of the various members of IPSET to facilitate the process of training internationalisation. In this context, it is also necessary to note the contributions of facilitation and promotion for the activities of the International Training Center of the ILO and the Staff College Project (training agency for the United Nations), one of the city's most international places. More intense relations will have to be identified in the same perspective between the City, educational bodies and the European Training Foundation.

Actors involved

The action involves public bodies and educational and training centres (University, Polytechnic, Iuse, Ordine Mauriziano, Isvor, Soges, ETF, Chamber of Commerce Foreign Trade Centre, Texilia) which currently participate in the IPSET project.

Link with the general objective of the plan

The action is linked to the objective of constructing an international perception of Torino and the Piedmont Region as especially qualified in the educational sector.

Potential shortcomings and hazards if not enacted

If the initiative is not promoted it is likely that we will miss a link which guarantees the co-ordination of initiatives in the area of high level training, a fundamental aspect for a city that wants to found its future on knowledge.



STRATEGIC LINE 4

Promote enterprise and employment

Objectives

- 4.1 develop the innovative potential of the production system
- 4.2 create conditions favourable to the development of new enterprise
- 4.3 promote local development and active employment policies

4.1 Develop the innovative potential of the production system

- 4.1.1 Promote and exploit "technology districts" within the Torino area (automotive-automation-design, robotics, machine tools, information and communication technology) by identifying and upgrading common services in the training, quality and environment fields.
- 4.1.2 Reorganise technological transfer activities through the convergence of initiatives already underway or the definition of a new actor, so as to maximise the circulation of knowledge.
- 4.1.3 Consolidate and develop the aerospace sector and research and service activities connected with the creation of the Multifunctional Space Centre.
- 4.1.4 Promote the research, development and use of innovative technologies in the environmental, information and communication technology and multimedia fields.
- 4.1.5 Encourage the development of industrial technical co-operation with international markets
- 4.1.6 Create the Internet Exchange for the North West at the Environment Park in Torino
- 4.1.7 Create favourable conditions for the growth of those companies in the information and communication technology sector which are already present in the area, encouraging the development of specific skills and infrastructures, such that the current technological district can be consolidated, thereby ensuring companies a long term competitive advantage.

4.2 Create conditions favourable to the development of new enterprise

- 4.2.1 Encourage the creation of innovative high tech companies by way of incubation and the provision of organisational and financial services closely connected with the University system, the Technological Parks and the Research Centres.
- 4.2.2 Promote the creation of new companies through the convergence of initiatives already underway or the definition of a new body with specific responsibilities in the field of support for new entrepreneurial activity.
- 4.2.3 Encourage the growth and development in the number of entrepreneurs operating in the Torino area by attracting direct foreign investment and, in more general terms, investment initiatives from outside the Piedmont Region.
- 4.2.4 Identify from among the buildings belonging to local authorities a group of buildings that can be assigned to a real estate trust which will thereby permit companies (especially new ones) to start up in property they can rent.
- 4.2.5 Create favourable conditions for the development of existing insurance companies and the establishment of new companies by offering financial services and training connected with insurance.

4.3 Promote local development and active employment policies

- 4.3.1 Support the formation and co-ordination of pre-existing or recently launched Territorial Pacts within the Torino metropolitan area.
- 4.3.2 Develop active employment policies directed at creating new employment opportunities, including through the finalisation of resources allocated for socially useful jobs and welfare provisions.
- 4.3.3 Create a permanent structure for the promotion of trades and professions.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.1 Promote and exploit “technology districts” within the Torino area (automotive-automation-design, robotics, machine tools, information and communication technology) by identifying and upgrading common services in the training, quality and environment fields.

Description

Torino has consolidated industrial experience in high tech sectors (mechanical engineering, machine tools, robotics) and has a significant presence in certain sectors such as telecommunications, with excellent prospects for growth. It also has innovative potential thanks to the presence of research activities and its system of relations with the tertiary sector. For growth to continue, each sector needs an environment that is favourable for development and a series of projects whose theme is innovation and whose goal is the consolidation of the know-how acquired in the technology districts.

Of the various industries in Piedmont, the automotive sector already shows features fully in line with those of a “district”.

The creation of technology districts requires the identification and finalisation of a group of co-ordinated projects focusing on business services and employment.

The action to be taken covers the following initiatives:

- the setting up of a centre and a network for professional and technical training to serve both the local system and the international market;
- the creation of a service agency and/or company in the field of accident prevention and health and safety at work, as well as the management of negative environmental impact due to production activities;
- the development of services for quality promotion and certification;
- the promotion of structures, services and networks of information/co-operation to spread process and product innovation.

Actors involved

The commitment to promote the technology districts has been taken by all those subscribing to the Development Pact of Piedmont i.e. Government, Regional Administration, local authorities and other organisations affected.

To this end, various Project Groups will be set up, each one responsible for a specific initiative.

Link with the general objective of the Plan

This action favours a re-evaluation of specific local features including areas of excellence in terms of global competition, exploiting the relationship between the existing potential in the field of technological research and industrial production.

Potential shortcomings and hazards if not enacted

The continuation of a situation of fragmented professional and technical initiatives with reduced synergies between companies in the Torino district.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.2 Reorganise technological transfer activities through the convergence of initiatives already underway or the definition of a new actor, so as to maximise the circulation of knowledge.

Description

The aim of this action is to emphasise the central role of technology transfer, overcoming any limits due to the sporadic nature and dispersion of specific initiatives and networking the experience and skills of the area's Research Centres. In the Torino area the research and innovation activity is carried out by various authorities. In order to better understand the context within which they operate and to improve the mechanisms of production and transmission of innovation, an "opportunities study" is already underway. Its purpose is to carry out a survey of the operators involved in technological services for Piedmont companies and analyse the initiatives promoted by the EU in this field.

This action, which seeks to exploit the local technological potential, comprises two lines of approach:

- the creation of a network dedicated to technology transfer;
- the definition of a structure to act as an interface between the demand and supply of innovative services.

Actors involved

University, Polytechnic, Public and Private Research Centres and Institutes and Trade associations.

Link with the general objective of the Plan

To develop Torino's image as a centre of technological and scientific research, and to favour the communication of technological innovation through a co-ordinated system.

Potential shortcomings and hazards if not enacted

Lack of co-ordination slows down the communication and diffusion of innovation and consolidation of the industrial fabric, significantly compromising the potential present in the field.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.3 Consolidate and develop the aerospace sector and research and service activities connected with the creation of the Multifunctional Space Centre.

Description

Torino's industry has achieved leading edge expertise that is recognised on an international level, especially in the aerospace field. In order to strengthen the aerospace sector and the fields of research and service deriving from it, this action proposes to support the creation of a permanent hi-tech structure, the MultiFunctional Space Centre (MFSC), for the supply of a vast range of services in support of space missions, in particular for the operations and use of the ESA-NASA Satellite Space Station. The said structure will be located in an area near the Alenia company and on the outskirts of the metropolitan area.

Actors involved

Italian Space Agency, European Space Agency (ESA), NASA, local authorities, Polytechnic, CNR. The Government, within the context of the Development Pact of Piedmont, has undertaken to sustain the presence of quality in the Piedmont economy. To that end it is necessary that it sustain the candidature of Torino as the home of the European Space Agency.

Link with the general objective of the Plan

The action seeks to implement in an explicit way the objective of looking for new avenues to explore for the Torino economy, linking up with its industrial and research tradition in the space and aeronautics field.

Potential shortcomings and hazards if not enacted

Lack of participation in the operational phase of the space station, with the Torino area becoming less attractive for industries in this sector; transfer of specialised personnel, with a consequent loss of image.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.4 Promote the research, development and use of innovative technologies in the environmental, information and communication technology and multimedia fields.

Description

The development of new technological solutions can open up new industrial prospects and encourage an increase in employment in innovative sectors that are linked to advanced technologies. Starting from the presupposition that Torino has businesses and sectors that are capable of operating to the highest quality standards, the action intends to:

- A. develop the activities of research and diffusion of technological applications and management systems which offer positive environmental benefits, encouraging their location within the Environment Park and reinforcing their connections with other research Centres both at home and abroad. Research activity in the field of innovative technologies and eco-compatibility offers important development opportunities, especially as regards the certification of environmental quality in relation to both individual products and whole industrial areas. Hence the need to accelerate its adoption within the Piedmont production system;
- B. create an infostructure, hardware and software, that is oriented towards the experimentation of new infrastructures for computer networks, developing new added value applications and services, with particular reference to e-commerce, innovation of services to the citizen by public authorities, and the training of specialists in ICT technologies;
- C. develop the systems involved in the production of multimedia contents, by promoting the capacity for European co-operation and skills in the education sector, in radio, television and audiovisual production, in electronic publishing, multimedia and interactive graphics and in animation.

Actors involved

City of Torino, Province of Torino, Piedmont Region, Public and Private Research Centres, Universities, Polytechnic, FinPiemonte, ARPA, Environment Park, Ministry for the Environment, Companies in various sectors.

Link with the general objective of the Plan

The development of new technologies contributes to improving the image of Torino as an innovative city in the field of scientific and technological research.

Potential shortcomings and hazards if not enacted

Failure to be present in the innovative activities market would make the Torino area less competitive and therefore place it at a disadvantage with respect to other metropolitan areas. Although it is true that Torino already has various advanced, operational centres in these sectors it is essential to move beyond the local frame of reference to firmly link up with national policies and EU measures.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.5 Encourage the development of industrial technical co-operation with international markets

Description

Consolidating the companies that work within the technology districts requires the provision of certain services directed specifically at smaller sized companies. Such instruments must above all serve to render operators capable of tackling complex problems of an organisational and financial kind which the presence on the world market necessarily involves.

The action seeks to encourage the development of technical co-operation through the convergence of initiatives already underway, with the aim of providing the SMEs with:

- adequate and prompt information on the markets, exchange opportunities, available financing;
- programme-management ability for the development of orders and industrial initiatives;
- "in loco" support through a network of collaborators;
- effective legal-contractual-fiscal assistance;
- a system of local incentives in support of SME internationalisation projects;
- access to credit lines, with particular reference to means made available by national financial institutions.

Actors involved

Public and private actors involved in export promotion and the internationalisation of the SMEs.

Link with the general objective of the Plan

Support for the SMEs in regard to this type of problem is vital for the development of Torino's manufacturing industry and the international outlook of companies in this sector.

Potential shortcomings and hazards if not enacted

The continuation of a series of obstacles that significantly slow down the process of SME internationalisation.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.6 Create the Internet Exchange for the North West at the Environment Park in Torino

Description

The objective of the action is to set up an exchange node at the Environment Park between the networks of the main national operators (Telecom, Infostrada, Wind, etc.) and those of international operators (GTE, MCI, Teleglobe, etc.). The positioning of the node at the Environment Park is a result of the decision of two international telecommunication operators to set up their own access nodes there, providing access to the European fibre optics network and a city network switching centre, also in fibre optics, which is intended to flank the one already present i.e. that of Telecom Italia.

Actors involved

Piedmont Region, Environment Park, National and International Telecommunications Operators

Link with the general objective of the Plan

This action involves indispensable infrastructural work to link up the metropolitan area with the world and European telecommunications circuit. This in turn will free Torino from its excessive dependence on Milan for access to global telecommunications networks. It also guarantees high performance for all initiatives to promote the area and the development of business relations on an international level.

Potential shortcomings and hazards if not enacted

International operators have decided to bet on the future prospects of Torino and Piedmont, probably a priori setting aside the effect of the Olympic Games and approving investments for tens of billions of lire. The absence of any local determination to exploit these investments could slow them down or divert them entirely towards other more promising or interesting outlets, depriving the Plan of a strategic and entirely free contribution to Torino's internationalisation project.



Objective 4.1 Develop the innovative potential of the production system

Action 4.1.7 Create favourable conditions for the growth of those companies in the information and communication technology sector which are already present in the area, encouraging the development of specific skills and infrastructures, such that the current technological district can be consolidated, thereby ensuring companies a long term competitive advantage.

Description

The wealth and range of the city's specific skills and local culture in the ICT sector were decisive in Motorola's decision to locate its European Centre for Third Generation Mobile Telephone Research in Torino. This decision, which was taken after the careful analysis of various potential sites, is clear confirmation that the Torino area possesses excellent operational resources for companies in the sector that want to succeed in environmental and cultural conditions that are suitable for generating innovation. Torino can put itself forward as a candidate for investment initiatives in the sector. In addition, the industrial structure of the area, with its preponderance of mechanical engineering companies, will over the coming years be a source of important demand for ICT products, e-business and e-commerce. It is therefore appropriate for Torino to direct its promotion in this sector:

- for companies that need to create Centres of Research and Development or highly innovative production sectors, and therefore have to count on external economies offering a wide availability of highly qualified professional people and collaboration with top level R&D structures.
- for specialised companies in the IT and telecommunications sector.

Finally, the Torino area offers conditions that are suitable for the next phase of call centre development. Torino is a city with a population of well educated young people and adults, perfectly capable of satisfying the significant demand from call centres.

Actors involved

The provision of suitable conditions to potential investors must anticipate demand and must stem from the overt commitment of the local community i.e. from the collaboration between ITP, University, Polytechnic, the City of Torino and the local authorities affected in the Province, the trade unions and Trade Organisations, to provide a response to the main localisation problems: the training of personnel with typical sector professional profiles, specific physical infrastructures, suitable locations, and hospitality structures.

Link with the general objective of the Plan

The action contributes to the exploitation of the potential in the Torino area in terms of the promotion of new investments and the creation of new employment opportunities.

Potential shortcomings and hazards if not enacted

Loss of employment opportunities and regional development prospects due to the failure to exploit the potential for innovation within the Torino area.



Objective 4.2 Create conditions favourable to the development of new enterprise

Action 4.2.1 Encourage the creation of innovative high tech companies by way of incubation and the provision of organisational and financial services closely connected with the University system, the Technological Parks and the Research Centres

Description

The action is intended to encourage the creation of innovative high tech companies by means of:

- the exploitation of opportunities offered by the Technology Parks in terms of services and location advantages;
- the creation of a "business incubator" in close contact with the city's university institutions and in particular with the Polytechnic; those seeking to turn their business ideas into reality will be able to draw on the technological and scientific know-how of the higher education sector;
- the creation of a "portfolio of innovative business ideas";
- the development of assistance networks, on the "business angels" model;
- creating the financial conditions (start-up capital, venture capital), including a management company for a special trust fund for start-up and early stage hi-tech ventures operating in sectors such as telecommunications, IT, multimedia technologies and other innovative areas, for Torino and the regional area.

Actors involved

Technology parks, local authorities, Trade associations, University, Polytechnic, Banks, Public and Private Research Centres, Service Structures.

Link with the general objective of the Plan

The action helps to exploit the Torino area's potential for the promotion of new investments and the creation of new jobs.

Potential shortcomings and hazards if not enacted

Loss of job opportunities due to the non-exploitation of the innovative potential existing in the Torino area.



Objective 4.2 Create conditions favourable to the development of new enterprise

Action 4.2.2 Promote the creation of new companies through the convergence of initiatives already underway or the definition of a new body with specific responsibilities in the field of support for new entrepreneurial activity.

Description

The most significant foreign experience demonstrates that to create new entrepreneurial activities the following are necessary:

- the presence of an adequate portfolio of business ideas;
- the creation and supply of a nursery of potential entrepreneurs;
- the presence of financial organisations which, in a structured way, can provide neo-entrepreneurs with the venture capital required to transform their ideas into companies and finance their subsequent development;
- the availability of real services of a cultural, organisational and financial nature which facilitate the creation of new companies. The consultancy and assistance provided during the start up phase of companies constitute one of the primary goals of the action, especially as regards the mapping of entrepreneurial support services, the identification of "best practices" in the field of local development and the supply of specialised services (marketing analyses, economic-financial feasibility studies, draft business plans).

Some of these conditions are satisfied by the initiatives already underway. The action intends to compensate for any gaps that still exist, aiming above all at a greater co-ordination of activities and greater support in the acquisition and development phase of entrepreneurial ideas.

Actors involved

Torino City Council, Province of Torino, Piedmont Region, Unione Industriale, Employment Agency, FinPiemonte, API Torino, Chamber of Commerce, co-operative centres and other trade associations.

Link with the general objective of the Plan

Piedmont currently benefits from a series of programmes and related resources aimed at the development of new entrepreneurial initiatives: these involve actions and financing from various sources that pursue a common objective but suffer from a lack of co-ordination between the various authorities. The development of new business activities is a key factor in the economic growth of Piedmont and requires integrated and complete measures that are capable of providing valid and incisive support.

Potential shortcomings and hazards if not enacted

Failure to implement these measures would mean continuing high unemployment, due not least to the poor promotion and diffusion of entrepreneurial activities.



Objective 4.2 Create conditions favourable to the development of new enterprise

Action 4.2.3 Encourage the growth and development in the number of entrepreneurs operating in the Torino area by attracting direct foreign investment and, in more general terms, investment initiatives from outside the Piedmont Region.

Description

The process of internationalisation, together with the strengthening of the conditions required to create an real single European market, open to the movement of capital and entrepreneurial initiatives, is creating the conditions for new and sharper intra-European competition. On a national and regional level local promotional agencies are increasing in number, with the aim of attracting entrepreneurial initiatives (Direct Foreign Investments-DFI) in their search for a location better prepared to embrace business opportunities and incentives structured to guarantee a competitive advantage for the city. It is therefore necessary to plan actions both to increase the visibility of Piedmont and to clearly communicate which activities in the Torino area can guarantee optimum conditions for the creation of centres of business excellence.

Actors involved

ITP, City of Torino, Province of Torino, Piedmont Region, trade unions and Trade associations.

Link with the general objective of the Plan

The action reinforces co-ordination between the different elements in the Torino metropolitan area and contributes to better understanding of the competitive climate between the different territorial areas, making it possible to monitor the quality of the actions carried out to improve the internationalism of our area, while also improving the visibility, position and image of Torino and Piedmont.

Potential shortcomings and hazards if not enacted

Insufficient international promotion of the Torino area involves the risk of reduced ability to attract new initiatives and an inability to defend Torino's present infrastructure in a context of increasingly aggressive competition, not to mention the possibility of disinvestment strategies.



Objective 4.2 Create conditions favourable to the development of new enterprise

Action 4.2.4 Identify from among the buildings belonging to local authorities a group of buildings that can be assigned to a real estate trust which will thereby permit companies (especially new ones) to start up in property they can rent.

Description

The action provides for the setting up of a real estate trust, governed by law 503 of 29/4/95, comprising for the most part public assets which can be rented to new Italian and foreign companies with the aim of helping them avoid the major expenditure they would otherwise incur in the purchase of property.

Actors involved

Local authorities, FinPiemonte.

Link with the general objective of the Plan

The action highlights an interesting opportunity to make the Torino metropolitan area more attractive from an entrepreneurial point of view.

Potential shortcomings and hazards if not enacted

Loss of location advantages due to the cost of purchasing land and/or buildings.



Objective 4.2 Create conditions favourable to the development of new enterprise
Action 4.2.5 Create favourable conditions for the development of existing insurance companies and the establishment of new companies by offering financial services and training connected with insurance.

Description

The action seeks to exploit the fine tradition of businesses in Torino in the insurance and banking sectors, creating an "insurance pool" along the same lines as scientific-technological pools, with: virtual library, study centre, sector employment centre, degree course in accounting and statistics, incubator for specialised companies in the sector.

Actors involved

Local authorities, Banks, Guarantee Consortiums (Ascom, Fidi), Insurance Companies, University, Polytechnic.

Link with the general objective of the Plan

The action is intended to make the city competitive for insurance companies, investing in the provision of services and the training of specialised personnel.

Potential shortcomings and hazards if not enacted

Weakening of banking, financial and insurance sectors in the Torino area with fewer opportunities for qualified personnel.



Objective 4.3 Promote local development and active employment policies

Action 4.3.1 Support the formation of pre-existing or recently launched Territorial Pacts within the Torino metropolitan area.

Description

The action is intended to support the formation of Territorial Pacts and to seek out forms of co-ordination aimed at maximising the positive effects on the local socio-economic structure (in line with the commitments contained in the Development Pact of Piedmont) and the opportunities offered by the setting up of new job centres.

Actors involved

City of Torino, Province of Torino, Piedmont Region, trade unions and Trade associations.

Link with the general objective of the Plan

The action strengthens co-ordination between the many components of the Torino metropolitan area, contributing to an increase in inter-institutional co-operation and the process of local growth.

Potential shortcomings and hazards if not enacted

Failure to carry out this co-ordination would lead to the exclusion of some parts of Piedmont from the growth process in favour of more active areas, with the additional risk of overlaps, duplications of initiatives and, above all, a waste of resources.



Objective 4.3 Promote local development and active employment policies

Action 4.3.2 Develop active employment policies directed at creating new employment opportunities, including through the finalisation of resources allocated for socially useful jobs and welfare provisions

Description

The action focuses on support for the creation of companies that involve the weaker people in the labour market e.g. in personal services, the environment and minor tourism. The intention is to exploit existing opportunities in the Torino area and contribute to a reduction in the costs of welfare and unemployment payments.

Actors involved

City of Torino, Province of Torino, Piedmont Region, metropolitan area municipalities, the unemployed, companies, trade associations and Co-operative Centres.

Link with the general objective of the Plan

The action is directed at a specific aspect of the employment policies with the intention of exploiting the already existing potential in the area.

Potential shortcomings and hazards if not enacted

If the action is not carried out this would cause increasing difficulties for weaker job-seekers in the labour market to break free of government assistance, together with the failure to use the resources available for this goal.



Objective 4.3 Promote local development and active employment policies

Action 4.3.3 Create a permanent structure for the promotion of trades and professions

Description

The aim of the action is to create a permanent structure for the promotion of trades and professions, in collaboration with analogous structures (for example, the Rhone Alpes area). The new structure should have the following tasks:

- to promote a "know-how" culture as a fundamental element in Torino's system of skills;
- to set up an introductory course for young people to provide them with opportunities to acquire knowledge and make comparisons, guiding them in their career choices;
- to create discussion opportunities with educational institutions, encouraging integration between business systems and training.
- Within the context of this action, a "Trades and Professions Fair" could be set up, divided into sections and demonstration areas for production processes in the industrial, craft and commercial sectors. The Fair will function as a meeting place for the trans-regional economic-production system.

Actors involved

Industrial, craft, commercial and trade associations, local authorities.

Link with the general objective of the Plan

The action is intended to promote the "know-how" culture, initiating an ongoing process of promotion for trades and professions while at the same time encouraging interaction between the different components of the area.

Potential shortcomings and hazards if not enacted

The continuation of low levels of interaction between companies and professional know-how exchange.



STRATEGIC LINE 5

Promote torino as a city of culture, tourism, commerce and sport

Objectives

- 5.1 Enhance and develop the cultural heritage
- 5.2 Co-ordinate cultural activities and plan events of a international standing
- 5.3 Develop the tourism industry
- 5.4 Position the destination of Torino/Piedmont in the international tourism market
- 5.5 Support the growth and innovation of the area's commercial network
- 5.6 Promote sport
- 5.7 Use the Winter Olympics as a driver for development and international promotion

5.1 Enhance and develop the cultural heritage

- 5.1.1 Strengthen and develop the central urban museum system in its many parts, with particular reference to the area called Cavallerizza
- 5.1.2 Enhance the treasures from the Egyptian civilisation in the city to turn them into a major international tourist attraction
- 5.1.3 Promote Torino as "Cinema City" by finishing the new Cinema Museum, marketing it, strengthening co-operation with the Torino Film Festival and instituting the regional "Film Commission"
- 5.1.4 Complete the architectural restoration of the Reggia di Venaria Reale and promote it as an international exhibition site
- 5.1.5 Maintain and develop the Cittadella della Cultura di Stupinigi project, in the context of a more general project of restoration of the Savoy Residences
- 5.1.6 Construct a new cultural pole in the city by building a new public library that integrates theatrical spaces, cultural production and meetings, particularly oriented toward young cultural consumers
- 5.1.7 Create an educational, production and exhibition Centre in Torino for services and commercial purposes in the auto and design sectors
- 5.1.8 Build a science and technology park
- 5.1.9 Nominate Torino as a European Cultural Capital

5.2 Co-ordinate cultural activities and plan events of international standing

- 5.2.1 Enhance the contemporary art system by strengthening the already existing network which links GAM, Castello di Rivoli and other public institutions in the contemporary art sector, while developing young artistic creativity with a distinctly international attitude
- 5.2.2 Improve the Music System giving it national and international visibility

5.3 Develop the tourism industry


- 5.3.1 Widen, develop and diversify the range of accommodation, in view of the Torino Winter Olympics 2006, making operators aware of hospitality needs and encouraging the establishment of hotels of an international standard
- 5.3.2 Develop the trade fair pole, improving automotive, cultural, theatrical, and food and drink exhibitions, outlining precise new projects on the national and international level
- 5.3.3 Improve the convention pole by creating a Convention Bureau to activate a unified policy in promoting convention activities

5.4 Position the destination of Torino/Piedmont in the international tourism market

- 5.4.1 Create and expand the Torino and metropolitan area product into the national and international tourist market, developing cultural, historical and religious itineraries, concentrating on the Savoy Residences route and the Baroque architectural heritage in particular. Draw up itineraries and programmes for tourism aimed at: young people, schools, religion, business, culture and sport and aid the creation of specific tourist packages
- 5.4.2 Create a "Committee" to spread the wine and food culture of both the city and territory to a national and international arena by creating a regional enoteca in Torino, a "Chocolate Museum", promotional campaigns, training and updating for the sector

5.5 Support the growth and innovation of the area's commercial network

- 5.5.1 Encourage aspiring young business people

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- 5.5.2 Give incentives to new commercial businesses through training, credit grants, tutelage of new operators
 - 5.5.3 Innovate the commercial network
 - 5.5.4 Create the “Shopping Torino” product

5.6 Promote sport

- as a means of raising the quality of life and social cohesion
- 5.6.1 Increase and improve the usability of spaces for sporting practices
- 5.6.2 Encourage the internationalisation of sport in Torino
 - as a tourist and cultural attraction
- 5.6.3 Develop tourist movements linked to sport

5.7 Use the Winter Olympics as a driver for development and international promotion

- 5.7.1 Locate and build the Olympic Village in Spina 3, a factor of urban regeneration and a new centre
- 5.7.2 Build new sporting complexes and adapt existing structures for the Winter Olympics, to be used in the future as sporting and/or cultural meeting centres.
- 5.7.3 Locate the construction of two “Media Villages” in the new improved central area and define their strategic uses



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.1 Strengthen and develop the central urban museum system in its many parts, with particular reference to the Cavallerizza area

Description

The action provides for a series of architectural, historical, cultural, commercial and managerial projects which will allow an improvement in the use of resources in the centre of Torino, putting them in a system as a single major urban museum made up of open-air areas (streets, porticoes, courtyards, squares), buildings (churches, historic palaces), and facilities and organisations (museums, libraries, archives, foundations, places of entertainment). The action provides for restoration projects, particularly of the Egyptian Museum, the Galleria Sabauda, and Palazzo Madama, a radical rethinking of museum communication, and the refurbishment of the Cavallerizza for the establishment of an information, reception and cultural services centre. Library and museum exhibitions specialising in art and theatre could be located within the structure. The refurbishment works of the whole area will be finished by 2002.

Actors involved

The action has been promoted by the City of Torino, the Compagnia di Sanpaolo, the Fondazione CRT and involves the Province, the Piedmont Region, and local branches of the ministry responsible for cultural, artistic and architectural heritage. The action concerns further private actors such as retailers and their associations, hoteliers, museums, public and private foundations and co-operative centres.

Link with the general objective of the plan

The action will create a pivot in the museum system utilising resources which are at present scattered and unco-ordinated in the centre of the city, making them a strong point for the development of tourism.

Potential shortcomings and hazards if not enacted

Failure to implement the action would mean the absence of a single catalyst for entrance into the urban museum system, necessary above all for attracting tourists.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.2 Enhance the treasures from the Egyptian civilisation in the city to turn them into a major international tourist attraction

Description

The action provides above all for the enhancement of the City's treasures from the Egyptian civilisation, enlarging or relocating the site and rethinking the museum approach, with attention focussed not just on the historical nature of the collections, but also the modern demands of communication with the public, making room for educational and hospitality services. It would furthermore endow the museum with facilities up to modern standards, in particular with educational and other public services. In this way, the structure would be able to receive huge numbers of visitors each year and thereby become a major international attraction.

The whole operation should be completed by 2005.

Actors involved

The action involves the Ministry of Culture, the local branches of the ministry responsible for cultural, artistic and architectural heritage, the City, the Province, the Region, the Council for the enhancement of the artistic and cultural heritage of Torino and the Compagnia di San Paolo.

Link with the general objective of the plan

The improvement of the Egyptian Museum will help Torino become part of the main international tourist circuit and will constitute a draw for tourism projects on a regional and local level.

Potential shortcomings and hazards if not enacted

If no action of this type is taken, the lack of museum facilities of an international standard would adversely effect the city's position in the European hierarchy.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.3 Promote Torino as “Cinema City” by finishing the new Cinema Museum, marketing it, strengthening co-operation with the Torino Film Festival and instituting the regional “Film Commission”

Description

The action provides for the promotion of Torino as a “Cinema City” through a series of projects such as the completion of the new Cinema Museum in the Mole Antonelliana, and the development of the Torino Film Festival along with other local festivals.

It also provides for the creation of the regional “Film Commission”, which has already operated informally by helping many cinema and television productions and setting up spaces and laboratories for cinema production.

Actors involved

The realisation of the new Cinema Museum is entrusted to the Fondazione Maria Adriana Prolo-Museo del Cinema, whose members are the Piedmont Region, the Province of Torino, the City of Torino, Associazione Amici del Museo del Cinema, Fondazione CRT, Compagnia di San Paolo, Fondazione Agnelli and FORCOM (Inter-university consortium for training in communication).

The local authorities are responsible for the enhancement of the initiatives and the institution of the “Film Commission”.

Link with the general objective of the plan

The project combines the promotion of activities already developed in the city with the possibility of building a centre of tourist attraction for enthusiasts.

Potential shortcomings and hazards if not enacted

Failure to implement the action would fail to utilise the potential of the city, failing to improve on what is currently only a niche market.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.4 Complete the architectural restoration of the Reggia di Venaria Reale and promote it as an international exhibition site

Description

The restoration of the Reggia di Venaria Reale means above all the improvement of a great Savoy residence, centre and gateway to the Savoy Residence System and the culture of the Savoy in Torino. Furthermore, the museum area becomes a natural candidate as a site for major exhibitions dedicated to its historic and artistic heritage and cultural exchange between European nations. If work is begun as soon as possible, the area will be ready for use by the end of 2002.

Actors involved

The actors involved in the project are: the Ministry of Culture, the Region, the City, the Province, the local branches of the ministry responsible for cultural, artistic and architectural heritage, a foundation that will be its management body.

Link with the general objective of the plan

The project will enhance an important historical and architectural resource, greatly improving opportunities for tourists and museums.

Potential shortcomings and hazards if not enacted

Failure to implement the project would provoke the absence of a regional centre for major exhibitions and the consequent impossibility of locating events of international interest in the area. In addition, Venaria Reale would remain in its current state of disuse.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.5 Maintain and develop the Cittadella della Cultura di Stupinigi project, in the context of a more general project of restoration of the Savoy Residences

Description

The action aims to exploit to the full the architectural complex of Stupinigi, creating a cultural centre of European standing, in harmony with the guidelines indicated by the European Union for the production of arts, design, multimedia projects and architecture, as agents of economic development. The preliminary project, currently in the development phase, aims to ascertain which changes are necessary for the functional improvement of the buildings. The project provides for the use of existing buildings through restoration and conservation, the addition of the subsidiary elements and fittings required for the new demands and the expansion of the total area in use within the existing buildings. The project also outlines how the functions inside the complex and the location of different activities will be organised: exhibition spaces, hotel accommodation, refreshment areas, plus art and communication, architecture, design and innovation centres and workshops.

Actors involved

Ordine Mauriziano, City of Torino, Province, Region, trade associations, Municipality of Nichelino.

Link with the general objective of the plan

The action is included in the plan to enhance the cultural and architectural heritage of the area of Torino, with the objective of making it competitive and usable, providing it with services that exploit its potential from an economic perspective as well.

Potential shortcomings and hazards if not enacted

The Hunting Lodge of Stupinigi, if put to its best use, could become a significant centre of cultural production and expansion able to attract sightseers, spectators and artists from Italy and abroad. Missing out on this action would leave the Palazzina in its current state of only partial use.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.6 Construct a new cultural pole in the city by building a new public library that integrates theatrical spaces, cultural production and meetings, particularly oriented toward young cultural consumers

Description

The action provides for the location of a cultural pole in the Spina 2 area, to be realised by 2005, as a meeting place and multi-media space where learning and play are brought together. The social point in this space, as in some other large Western cities, will be made up of the New Public Library and other spaces where a new theatre, a building for cultural events and a refreshment area will be.

The estimated costs range between 150 and 200 billion for the library alone.

Actors involved

City, Province, Region, Compagnia di San Paolo, other private sponsors to be announced, trade associations.

Link with the general objective of the plan

The project does not just encourage the use of the library books themselves, but also offers the chance to make space for young cultural and artistic productions, traditionally specific to Torino.

Potential shortcomings and hazards if not enacted

If space is not made for cultural production we run the risk of losing one of the city's special strengths, cultural and artistic experimentation.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.7 Create an educational, production and exhibition Centre in Torino for services and commercial purposes in the auto and design sectors

Description

The action provides for the creation of a pole of auto and design exhibition by means of the reorganisation and rearrangement of the museums, classic car collections and design exhibitions already in Torino, with the addition of a test track, interactive exhibition modules and a car park/deposit for the models. Furthermore, it provides for the creation of a classic car restoration centre and a design centre with training courses, production activities and services. The centre will be equipped for recreational and commercial activities.

The estimated cost of the project will be around 100 billion lire.

Actors involved

A management body must be created for the project which, as well as directing the Centre, will co-ordinate all the actors involved in the operation. The actors involved will be local authorities, FinPiemonte, the Chamber of Commerce, banks and promotion agencies. The participation will also be requested of the Automobile Club, car makers, garages, automobile designers, trade associations, service companies and private collectors.

Link with the general objective of the plan

The plan will take advantage of the already existing and potential professional and business assets characterising the area of Torino, transforming an already well-known speciality of the city into a pole of attraction for leisure and education.

Potential shortcomings and hazards if not enacted

Failure to implement this project would not allow us to profit from the automobile sector for tourist or educational ends.



Objective 5.1 Enhance and develop the cultural heritage

Action 5.1.8 Build a science and technology park

Description

The project, promoted by the Province of Torino, provides for the creation of a scientific and technical park in Torino, with the aim of strengthening the science museum pole. The new Science Centres shift attention from the pure idea to the process, encouraging a scientific way of thinking, taking questions from the public, and at the same time making reference to historic, social and economic aspects. It is important that they are based in the local community, in conjunction with existing productive and scientific situations and proving themselves as places of social interaction. The study commissioned by the Agnelli Foundation on the various generations of Science Centres in Europe and America from the 1960s to today has essentially chosen the *Cité des sciences et de l'industrie* of Paris as a model. Torino's City of Science would have to offer the following:

- forum for debate on science and technology, with conference centres and multimedia documentation;
- encounter with technical-scientific knowledge and its applications (instruments and machines from the past, present and future, presentation of innovative knowledge with specific local reference);
- educational laboratory for pupils and teachers;
- recreational facilities, games itineraries;
- temporary show areas;
- Virtual Science Centre, organised around the Internet site.

Each of these specific functions constitutes an attraction for different audiences, with the result of stimulating and meeting a wide and diverse demand. The assigned area is Palazzo Nervi; financing has yet to be determined, the estimate for putting just the buildings into operation comes to 80 to 140 billion lire.

Actors involved

Province of Torino, City of Torino, Piedmont Region, Agnelli Foundation, University, Polytechnic, MURST, public and private technological research centres, high-tech industries.

Link with the general objective of the plan

The *Science Centre* project serves a comprehensive cultural plan, proposed as the central node in the network of scientific resources in the Piedmont area and strengthening the specifics linked to its technical tradition.

Potential shortcomings and hazards if not enacted

Failure to exploit a political, cultural, and planning opportunity and the strong economic initiative with its many effects.



Objective 5.1 Enhance and develop the cultural heritage
Action 5.1.9 Nominate Torino as a European Cultural Capital

Description

Torino is by nature a European cultural capital; the city must commit itself to seeing its international image recognised; investment in the culture sector, which can become investment in qualified youth employment, targeted at economic innovation, must be increased. The possibility of candidacy for the European Capital of Culture comes under this project. The identity of the candidacy has its strong point in culture understood as the ability to transform, the possibility of future development. If culture is indeed the place where the identity of a city or a region manifests itself, it can also be seen as the ability to construct signs for the future, to identify the axis on which a changing identity turns. A strong link between art and work has always characterised the cultural development of the city, needing to give the right value to the fundamentally empirical character that has characterised the history of Torino, in the institutional sense, with respect to work that must last rather than pass away; but gives way to works, leaves a heritage and reinforces identity. Here scientific and technological research have become industry and industry has created the economy; culture has produced publishing or radio or television businesses, and extensive systems of university research. Here, solidarity has created systems of social intervention and concrete initiatives against deprivation and exclusion that have gone beyond public welfare; here is where political debate has given life to parties, movements and unions. These preliminary considerations suggest work as a possible key word around which to build the candidacy project.

Actors involved

The constitution of a management body needs to be studied to co-ordinate the tasks of all the actors involved. These run from the local authorities or cultural institutions of the metropolitan area to the University and the Polytechnic, banking foundations and tourist agencies, to the management of the relationship with the national government and European Parliament.

Link with the general objective of the plan

A great chance for the promotion of the city's image on a national level and for the attraction of cultural tourism to Torino; intensive utilisation of the existing cultural opportunities and the opportunity to undertake new projects, in terms of both cultural production and the protection of heritage.

Potential shortcomings and hazards if not enacted

Not putting forward the candidacy would stop the city from taking its place at the centre of an important European initiative.



Objective 5.2 Co-ordinate cultural activities and plan events of international standing

Action 5.2.1 Enhance the contemporary art system by strengthening the already existing network which links the Modern Art Gallery, Castello di Rivoli and other public institutions in the contemporary art sector, while developing young artistic creativity with a distinctly international attitude

Description

The action plans to promote the existing contemporary arts system comprising the Modern Art Gallery, Rivoli Castle, and other public and private spaces. This demands co-ordination of the management of the spaces. There are two possible alternatives: the creation of an ad hoc centre or the construction of an institutional co-ordination centre, both with an annexed library on the subject.

Actors involved

The actors involved: management bodies of public or private contemporary art museums, Fondazione CRT, local authorities.

Link with the general objective of the plan

The project deals with initiatives in the area of improving tourist attractions, creating a system from the present bodies.

Potential shortcomings and hazards if not enacted

Failure to implement the action would inhibit the co-ordination and concentration of all initiatives linked to contemporary art for events of both national and international value.



Objective 5.2 Co-ordinate cultural activities and programme events of international standing

Action 5.2.2 Improve the Music System giving it national and international visibility

Description

The action provides for the promotion of Torino's different types of musical opportunities, through internationally known events. The aim of the action is the reinforcement of a specific local attraction, which could appeal to niche tourism. The objective is to concentrate, build into a system, and promote the various festivals on offer in Torino, including Settembre Musica, the JVC jazz Festival, Pellerossa and Musica 90, in close collaboration with local and national institutions and through a policy of sponsorship and media relations. A further point of excellence could also be the improvement of the internationally acclaimed role of the RAI National Symphony Orchestra, with the consequent re-use of the renovated auditorium and occasionally Lingotto. Torino is a unique phenomenon in Italy both for quantity and quality of classical music: Settembre Musica, RAI Orchestra, Teatro Regio, Lingotto Music Association, Musical Union season, the Torino Philharmonic Orchestra, the Stefano Tempia Choral Academy and the Conservatory together constitute a wide and cohesive range of opportunities. These institutions, already in a system, can now, through major co-ordination and planning of large ad hoc occasions, provide a specific tourist and cultural appeal for a vast international public. Considerable economic resources obviously need to be found, in addition to the budget of the single institutions, to realise this important objective.

Actors involved

City of Torino, Province of Torino, Piedmont Region, Ministry for Cultural Heritage and Activities, Teatro Regio, Compagnia di San Paolo, Fondazione CRT, Settembre Musica, RAI Orchestra, Musical Union, Torino Philharmonic Orchestra, Choral Academy of Stefano Tempia.

Link with the general objective of the plan

Exploitation of the existing cultural offer and resulting growth of attraction to the Torino area in a cultural field which holds great potential.

Potential shortcomings and hazards if not enacted

Continuation of the fragmented state of projects which do not reach a sufficient critical mass.



Objective 5.3 Develop the tourism industry

Action 5.3.1 Widen, develop and diversify the range of accommodation, in view of the Torino Winter Olympics 2006, making operators aware of hospitality needs and encouraging the establishment of hotels of an international standard

Description

The action provides for the development and implementation of the accommodation available in the Torino area in order to improve and support capacity and increase its attractiveness in terms of tourism. The action includes various lines of intervention.

- The construction of new accommodation facilities must be encouraged, needed for the 2006 Winter Olympics:
 - a five star hotel with at least 395 rooms;
 - 8 four or five star hotels, with a total of around 800 rooms;
 - the International Youth Camp, a hostel which could host around 500 people and be converted into residences for university students.
- Strategic actions to improve accommodation and hospitality:
 - encourage the establishment of a hotel du charme in a historical building, involving one of the large established hotel chains;
 - encourage the establishment of medium priced tourist hotels;
 - put into effect a policy to support alternative reception facilities, like campsites, bed & breakfasts, "agriturismi" farmhouse rooms, caravan sites and youth hostels;
 - support the development of hospitality by building sensitivity towards tourism as an instrument of knowledge and local improvement, and as an element of business and economic development in the region;
 - implement a multi-year project of sensitisation to hospitality, of tourist promotion and training aimed at professional associations which directly and indirectly interact with tourists.

Actors involved

Local landowners, local authorities, Turismo Torino, trade associations, tourism and hotel training schools, training agencies, Organising Committee of Torino 2006.

Link with the general objective of the plan

The increase in accommodation capacity and in a hospitality culture among the population of Torino and professional associations is a strong starting point for the sector's development and for the image of the city. It is also necessary to provide hospitality for tourists, athletes and the Olympic Family for the Winter Olympics of 2006.

Potential shortcomings and hazards if not enacted

The effort to promote Torino and its metropolitan area as tourist attractions could be pointless without a co-ordinated project for the creation of accommodation and hospitality.



Objective 5.3 Develop the tourism industry

Action 5.3.2: Develop the trade fair pole, improving automotive, cultural, theatrical, and food and drink exhibitions, outlining precise new projects on the national and international level

Description

At the centre of a tourism sector in a mainly economic-industrial area there must be a site for trade fairs. Along with the conference facilities, it has the function of attracting a constant flow of public interest to these types of events, with an important economic effect on the city and reinforcing its positive image. The fair centre at Lingotto must extend its exhibition area, co-ordinate its functions with the neighbouring conference centre, have adequate on-site accommodation facilities, concentrate all exhibitions on site to overcome the current dispersal in different sites, in order to become a trade fair centre of European importance. To achieve this result, a close link between the various managers and owners is imperative, with the aim of developing the physical, functional and conceptual potential of Lingotto. A strong common desire towards improving the sector will have to tackle various demands involving the institutions, public ones included, with the aim of obtaining resources for the construction of new pavilions, improving parking, providing the area with at least one large new hotel, and contributing to accessibility with the link to the rail station and the improvement of road access.

Actors involved

City of Torino, Province of Torino, Piedmont Region, FIAT, Lingotto Fiere, Turismo Torino.

Link with the general objective of the plan

A complete range of trade fair activities in the city area will be the main source of tourism, capable of producing a multi-faceted effect on promotional policies on a national and international level.

Potential shortcomings and hazards if not enacted

At the present moment three fair centres are in operation, two of which are weak and with an entirely local influence. The continuation of such a situation, dispersed and isolated, would hold the area of Torino back from competing in one of the main sectors of the tertiary economy.



Objective 5.3 Develop the tourism industry

Action 5.3.3 Improve the convention pole by creating a Convention Bureau to activate a unified policy in promoting convention activities

Description

The objective of the proposed action is to promote the image of Torino as an important area of tourism for congresses and conventions on a national and international level. In the first place, high quality services must be guaranteed by the constitution of a Convention Bureau, an essential and effective means of co-ordinating activities.

The primary tasks of the Convention Bureau are to:

- concentrate the offer through a co-ordinated and unified presentation;
- identify clients and build their trust, which would start from first contact up to the conclusion of the service and the verification of their satisfaction.

Actors involved

City of Torino, Province of Torino, Piedmont Region, Turismo Torino, relevant trade associations, specialised tourism operators.

Link with the general objective of the plan

The action is part of a wide ranging project to improve the city's international image and raise the potential for conventions in the Torino area.

Potential shortcomings and hazards if not enacted

The current shortcomings found in the congress centres are the following:

- difficulty of access to Torino;
- scarcity of national and international events;
- lack of aggressive marketing.

In the absence of the Convention Bureau these weaknesses risk becoming chronic.



Objective 5.4 Position the destination of Torino/Piedmont in the international tourism market

Action 5.4.1 Create and expand the Torino and metropolitan area product into the national and international tourist market, developing cultural, historical and religious itineraries, concentrating on the Savoy Residences route and the Baroque architectural heritage in particular. Draw up itineraries and programmes for tourism aimed at: young people, schools, religion, business, culture and sport and aid the creation of specific tourist packages

Description

The objective intends to make the best use of Torino and its metropolitan area in the national and international media, creating the tourist product "Torino-Piedmont", comprising the city, region, the Alps, the countryside, culture and art. Torino and the "Torino-Piedmont" product therefore needs to break into the national and international tourist panorama through a strong and multi-year promotional campaign of the city's image, creating tourist packages to sell in foreign markets and starting projects for the enhancement of existing cultural resources. To this end, the creation of some itineraries are planned, to unite around specific themes the architectural, artistic and natural/environmental heritage of the Torino and Piedmont area. Of particular interest will be the opportunity for religious tourism which utilises the extraordinary heritage of things such as the Holy Shroud, monasteries and abbeys, not to mention the works of Cottolengo, Don Bosco, and other good Samaritans.

The action is to be implemented through the following:

- structural projects
monitoring of heritage, renovation of buildings which are not fit to visit, creation of hospitality facilities, improvement of road access;
- organisational projects:
development of transport, improvement of the method of booking and obtaining tickets, lengthening of opening hours; promotion and communication projects..

Actors involved

City of Torino, Province of Torino, Piedmont Region, ATR, Turismo Torino, tourism operators, tourist co-operatives.

Link with the general objective of the plan

Improvement of the image of the city and the region, tourist promotion of the area, enhancement of the varied potential present.

Potential shortcomings and hazards if not enacted

The image Torino transmits of itself is still very much tied to its industrial past. For this reason, it is imperative that its historical-cultural potential be exploited and promoted, of greater and wider interests from the point of view of tourism.

It must also overcome the gradual detachment that has occurred of Torino from the rest of Piedmont, through a synergetic mechanism which brings out the different types of reciprocal potential.



Objective 5.4 Position the destination of Torino/Piedmont in the international tourism market

Action 5.4.2 Create a “Committee” to spread the wine and food culture of both the city and region into a national and international arena by creating a regional enoteca in Torino, a “Chocolate Museum”, promotional campaigns and training for the sector

Description

The resources of the food and wine culture that Piedmont has at its disposal are highly regarded and could generate added value if accompanied by a comprehensive promotional plan which involves the whole system, from production of typical products of Piedmont to their distribution and enjoyment, and use in local restaurants. A mark of quality to be promoted nationally and internationally will be very useful.

As the ‘Salone del Gusto’ showed very well, Torino can play a fundamental role in this process as the capital of the area and showcase of its excellence.

The necessity of a suitable body, a Committee, becomes clear; one where the main economic and cultural actors of the city and the region converge, with the purpose of:

- creating the “Parco del Gusto” and the Chocolate Museum;
- codifying Piedmont’s traditional cuisine and creating a food and wine library;
- creating the regional “enoteca” (wine cellar showcase) in Torino;
- creating a “mobile kitchen” and a trade fair stand for promotional activities in Italy and abroad;
- training workers in the sector;
- educating state school students about the food and wine of Piedmont;
- encouraging the organisation and greater awareness of food and wine shows for operators in the sector and the public at large;
- plan and create a photographic exhibition on food and wine culture.

Actors involved

City of Torino, Province of Torino, Piedmont Region, University, Chamber of Commerce, Turismo Torino, banking institutions, retailers associations, restaurant associations, Coldiretti, Confagricoltura, API, Unione Industriale, craft associations, CNA, Italian Agricultural Confederation, EPAT, Slow Food, Piedmont farmer’s co-operatives.

Link with the general objective of the plan

This project, ambitious in its objectives, will have to be undertaken involving all actors in the city and Piedmont region who operate in the sector, reviving the important identity of the local food and wine tradition and thus developing and giving new impulse to commerce and business linked to it.

Potential shortcomings and hazards if not enacted

Failure to implement an integrated project in the sector would cause the gradual loss of the unique food and wine products from Piedmont.



Objective 5.5 Support the growth and innovation of the area's commercial network

Action 5.5.1 Encourage aspiring young business people

Description

The action proposes placing three hundred young aspiring business people alongside older business people who act as their tutors for two years before giving them the business. This way, it provides for the entry of a hundred apprentices. The total estimated cost is around 10.8 billion lire with 4.32 billion lire for the plan of professional induction, 200 million lire for guidance, 1.3 billion lire for training, 3.9 billion lire for credit and 1.08 billion lire for the apprentices.

Actors involved

The actors involved are the Employment Ministry, the City of Torino, retailers associations, banks and guaranteeing consortiums.

Link with the general objective of the plan

The action is directly aimed at promoting the entrepreneurial capacity of young people and also offers the possibility of entering the profession as an apprentice to those who intend to work as future employees in the commercial sector.

Potential shortcomings and hazards if not enacted

The action requires a careful selection of participants and proposed tutors, to exclude people attracted only by the incentives, but without any serious motivation to become new entrepreneurs or transmit knowledge gained in their own businesses. Failure to implement the action would deprive three hundred people of valid help for the creation of their new business and a hundred young people of an initial entry into the world of work.



Objective 5.5 Support the growth and innovation of the area's commercial network
Action 5.5.2 Give incentives to new commercial businesses through training, credit grants, tutoring of new operators

Description

The action has the objective of forming new businesses through the offer of basic training courses (of about a week) and itineraries (one course a month, for five years), the offer of guaranteed credit up to 80 per cent of the start-up costs to 35 new operators and the offer of a service for tutoring and technical assistance for new business people. The estimated costs are 1 billion lire for training, 2 billion lire for credits, 500 million lire for tutoring and technical assistance.

Actors involved

The actors involved are the Ministry of Employment, the City of Torino, Ascom and Confesercenti retailers' association, the Chamber of Commerce, banks, guarantee groups, consumer co-operatives.

Link with the general objective of the plan

The action aims to create the conditions for the birth of new businesses in the commercial sector, a sector of high employment.

Potential shortcomings and hazards if not enacted

Not implementing the action would deprive a conspicuous number of people of decisive help in the creation of their new businesses, even if it requires a careful selection of participants, to exclude people attracted just by the incentives but lacking serious entrepreneurial motivation.



Objective 5.5 Support the growth and innovation of the area's commercial network

Action 5.5.3 Innovate the commercial network

Description

During the first half of 2000, the City of Torino adopted some new tools of commercial town-planning (substituting the old commercial plans) included in the "Bersani decree" and the new regional norms. The PRG (city master plan) will be changed to allow and promote a balanced relationship between widespread commerce (neighbourhood shops), medium-size retailing, large-scale retailing. In particular, real alternatives to the large shopping centres located in the outer reaches of the city will have to be offered to the consumer, through "natural" commercial centres in the city, able to offer competitive services like parking, appropriate logistics, a vast array of products and good prices. The new state and regional regulations consider commerce to be a fundamental element for urban improvement and development and therefore not only provides new instruments for orientation and promotion in town-planning, but also brings help and incentives for the training of workers (targeted towards the specialisation of the offer, the understanding of new forms of payment, language study, and the use of new technologies) and for the economic support of innovation. A good network of communication is already in place between the city, districts, trade associations and neighbourhood retailers associations and has come to agreement on the application of some aspects of the Bersani decree such as flexibility over hours, Sunday and holiday openings, and commercial promotion initiatives. It must be strengthened so as to take advantage of the important opportunity offered by new norms to stimulate and guide the processes of transformation. More stable and structured co-ordination will guide the creation of shopping areas, helping the different components – neighbourhood shops, markets, medium-size retailers - to create a critical mass, to optimise the supply and distribution processes, and provide information and promotion, thereby creating a complete offer for the consumer.

Actors involved

City of Torino, municipalities of the metropolitan area, Piedmont Region, districts, Ascom, Confesercenti, neighbourhood retailers' associations.

Link with the general objective of the plan

The action facilitates urban regeneration, providing the consumer with modern services, creating new jobs.

Potential shortcomings and hazards if not enacted

In Torino fixed commerce is in serious crisis while large retailers create problems of traffic congestion, impoverishment of the widespread commercial fabric and homogenisation of the products on offer. Without a radical change in the current situation, commerce risks losing its function as an essential component of environmental quality and driver of urban development.



Objective 5.5 Support the growth and innovation of the area's commercial network

Action 5.5.4 Create the "Shopping Torino" product

Description

The action proposes the promotion of Torino as a "city for shopping" on a national and international level. The project provides for the enhancement of various commercial opportunities, for small shops, markets, and large retailers through different marketing strategies. Incentives are given to consumers: for example, good parking, special discounts, the creation of a City Card available for tourists, with promotional services.

It also involves the creation of commercial circuits in many areas of the city aimed at visitors and tourists.

The task of promoting typical local products can also be entrusted to the commercial network so that they are associated with the area. These products have to be quality controlled, with the best standard prices.

Actors involved

City of Torino, Chamber of Commerce, retailers associations, Turismo Torino, young business people.

Link with the general objective of the plan

The action facilitates and strengthens the achievement of the objectives presented in the Strategic plan in terms of the diffusion, promotion and enhancement of the city, in addition to contributing to promoting enterprise and employment and the modernisation of the commercial system.

Potential shortcomings and hazards if not enacted

The most evident difficulties are in the scant development of the culture of co-operation between retailers and the necessity of giving strategic incentives to "ad hoc" marketing, with specific projects of different sizes which involve shops in the circuit and sensitise them to the same end: creating the "Shopping Torino" product.



Objective 5.6 Promote sport

- as a means of raising quality of life and social cohesion

Action 5.6.1 Increase and improve the usability of spaces for sport

Description

The action intends to improve the possibility of basic sports and athletics through a greater availability of related spaces and centres. It concerns acting on the existing infrastructure and improving the possibility of benefiting from it through organisational and maintenance projects. The action could begin with the extension to other centres and the expansion of the positive experience of entrusting centre management to sports teams or young entrepreneurs, so as to guarantee a smoother operation of centres which are currently closed or poorly maintained. Assignment of management should be in accordance with the Administration which, as the centre owner, imposes some conditions (in terms of price, help for the underprivileged...). The case of the Palazzo a Vela assumes particular importance amongst these centres, to be renovated through a project of improvement and differentiation of its planned functions, in line with the prospect of its use during the Winter Olympics. The project provides for the construction of a complex which could host many types of exhibitions and activities dedicated to health and fitness. The job of improving sporting areas must go hand-in-hand with sponsorship from some major companies linked to sports (clothing, food, etc.), in exchange for advertising opportunities for their own products in the centres. Sponsorship could also support the building of open-air sports centres in some areas of the city, also tied in with the process of distributing central areas planned by the action in the peripheries. It is important that the centres are used at night as well, with appropriate timed lighting systems. In terms of night time sports, an extension of the open air swimming pools could be considered during the summer.

Actors involved

Local authorities, C.O.N.I., Istituto di Medicina dello sport, sports teams, private sponsors.

Link with the general objective of the plan

A city with an international calling cannot forget the aspect of sports which helps improve the quality of urban life both in the sense of the services on offer and the practice of sports as a socially integrating factor. The guarantee of access to sports centres for the underprivileged thereby assumes a strong significance, an aspect underlined by the will of the administration to organise the Paralympics during Torino 2006.

Potential shortcomings and hazards if not enacted

In the absence of an action of this kind the fairly rich heritage of city sports centres is destined for rapid deterioration, reducing the possibility of usage by citizens with a consequent lowering in the quality of life.



Objective 5.6 Promote sport

- as a means of raising the quality of life and social cohesion

Action 5.6.2 Encourage the internationalisation of sport in Torino

Description

Sports in Torino boasts a solid, high level tradition, not linked only to the presence of its two largest football clubs. The 2006 Olympic Winter Games constitutes a more general opportunity for local sport. An international event is proposed linked to an exhibition of the city sport, following a plant to be used each year from now until 2006 (culminating with the Olympics). The contact points between the international event and the review of local amateur sports should be the accompanying ceremonies (opening, prize-giving, closing) designed to have a great effect (especially the awards ceremony by previous Olympic champions).

Actors involved

Local authorities (City, Province, Region), CONI, sports federations, sports promoters, private sponsors.

Link with the general objective of the plan

Sport, one of the strong characteristics specific to Torino, is one of the elements which can form the basis of internationalisation.

Potential shortcomings and hazards if not enacted

The lack of promotion of local sport increases the national and international marginalisation of sport in Torino, provoking a loss of talent produced by schools and local sports, and making investments unlikely by sponsors able to sustain the city teams (typical examples being basketball and volleyball). Furthermore, the reduction in the widespread practice of sports will raise levels of disaffection among young people.



Objective 5.6 Promote sport

- as a tourist and cultural attraction

Action 5.6.3 Develop tourist movements linked to sport

Description

The action aims to create a movement of sports proposals to be used as offers of spaces/routes, so as to allow potential users to appreciate what the area has of value. Torino, given its sporting traditions, lends itself perfectly to this task. The practice of sports, like other sectors, cannot be experienced and managed separately from economic, cultural, historic, and natural aspects of the area; the real actor in creating a package of competitive and above all credible opportunities. This objective could be met on three different levels:

- the sporting event as a unique appointment in the season (the Marathon, the arrival or departure of the Giro d'Italia) or an extraordinary one (the Olympics or other international events);
- the sporting spectacle, as a periodic appointment (games in the national team sports championships);
- recreational sport, as periods of relaxation and use of local natural and scenic aspects (skiing, bicycle tours, jogging).
- The establishment of tourist structures and facilities is necessary.

Actors involved

City of Torino, Province of Torino, Piedmont Region, sporting and sport promotion bodies, sponsors, Turismo Torino, ATR, trade associations (hoteliers, restaurateurs, retailers).

Link with the general objective of the plan

The action, creating very strong participation between public and private actors, allows the former to function as an incentive in supporting important projects that represent the launching pad for Torino/Piedmont onto national and international markets.

Collaboration is the essential starting point for creating a competitive and parallel opportunity with respect to analogous national and international proposals.

Potential shortcomings and hazards if not enacted

Failure to implement these opportunities would be tantamount to self-exclusion from a large slice of active tourism which would create wealth and produce many side effects on the economic level.



Objective 5.7 Use the Winter Olympics as a driver of development and international promotion

Action 5.7.1 Locate and build the Olympic Village in Spina 3, a factor of urban regeneration and a new centre

Description

The action proposes the construction of the Olympic Village in the Spina 3 zone. The Village will be able to house around 3000 people in flats and rooms and will be furnished with all the services specified by IOC guidelines (gyms, bars, restaurants, a clinic, information centre, bank, hair stylist, beauty salon, dry cleaner). The buildings, on three or four floors, will be built so as to limit energy consumption and environmental damage. The Village will be a pedestrian area and only electric vehicles can be used inside. All the buildings will be cabled and the most modern telecommunication infrastructure. At the end of the Olympic Games, the Village will resume its function as a residential area for private apartments and services.

The schedule includes first of all the approval of the feasibility study; the commencement of the works by September 2000; and their conclusion in 2003, to have the complex in operation between 2004 and 2005.

Actors involved

The area property owners, Torino 2006 Organising Committee, City of Torino.

Link with the general objective of the plan

The Olympic Village needs to be finished for the Winter Olympics of 2006 and is part of a more general project of re-use of abandoned industrial areas, contributing to the improvement of the Spina 3 area. The buildings will have to show strongly innovative characteristics in the field of environmental sustainability, consistent with the proposed Agenda 21 directives.

Potential shortcomings and hazards if not enacted

The Winter Olympics represent a great opportunity for the promotion of the city abroad. The major visibility that it will bring means that every associated action must be done with the planned methods and schedules.



Objective 5.7 Use the Winter Olympics as a driver of development and international promotion

Action 5.7.2 Build new sporting complexes and adapt existing structures for the Winter Olympics, to be used in the future as sporting and/or cultural centres.

Description

- Hockey Rink 1
To be built in the Continassa area, near the Stadio delle Alpi, it will have a capacity of 12,000, and could be used after the Olympics for basketball, volleyball and tennis, as well as ice sports.
- Speed Skating Rink
The Continassa area will also host the speed skating rink, a building able to contain a 400 metre track, one of the few covered tracks in southern Europe. The estimated capacity of the building is 10,000. After the Olympics the structure will continue to host sports activities on the ice rink and also be used for indoor athletics training, fairs, exhibitions and shows.
- Hockey Rink 2
The Torino Esposizioni trade fair centre will be used to host a second sports arena dedicated to hockey. It will have a capacity of 6,000, through a temporary remodelling that will allow reconversion to its normal use after the Olympics.
- Palavela
The remodelling of this building, designed in 1961, will enable holding figure skating and short track competitions. The structure has a 10,000 seat capacity. The flexibility of the site will allow it to offer various sport and leisure functions after the Olympics.
- Curling Arena
In the Rolling area of Corso Tazzoli a facility will be built to host the curling events. The facility will be able to seat 3,500 spectators and will become Torino's ice sports centre after the Olympic Games.

Actors involved

City of Torino, Torino 2006 Organising Committee, international federations, national federations, CONI.

Link with the general objective of the plan

The realisation of these sporting infrastructures will offer the chance to link Olympic needs with the possibility of giving an incentive to and promoting sport in the city, favouring meetings around sporting events and exhibitions.

Potential shortcomings and hazards if not enacted

The Winter Olympics represent a great opportunity to promote the city abroad. The visibility it generates means that every related action must be in operation as planned and scheduled. The renovations of existing structures will enable the re-use of buildings which have been under-utilised.



Objective 5.7 Use the Winter Olympics as a driver of development and international promotion

Action 5.7.3 Locate the construction of two “Media Villages” in the new improved central area and define their strategic uses

Description

The Winter Olympics represent an opportunity to make significant steps in the direction of improving accommodation capacity in the Torino area, given that the planning of the facilities necessary to accommodate athletes and tourists during the Olympic celebrations takes into account their possible re-use. Media Village 1, able to host 3,000 people, will be in the area of the former wholesale markets, near Lingotto, the Polytechnic, and the Economics Faculty, and could be a first response to the great lack of university residences in the area. The establishment of this type of residence will contribute to creating a new centre in this area, efficiently linked to the city centre thanks to the metropolitan rail service.

Media Village 2, with a capacity of 2,000, will be in the Spina 3 area, a zone of new improvement, through the renovation of abandoned industrial buildings and the creation of a residential zone in vast green areas.

Actors involved

Local property owners, City of Torino, Torino 2006 Organising Committee, the student welfare body.

Link with the general objective of the plan

The project planned for the Olympics fits in perfectly with the more general objective of activating new centres through the establishment of services and improvement of the connecting infrastructure.

Potential shortcomings and hazards if not enacted

The importance of the action is not just the necessity of the Olympic Media Villages, but also the reconversion of several buildings into university residences, strongly required by the expansion of University facilities.



STRATEGIC LINE 6

Improve urban quality

Objectives

6.1 The new “centres”, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration.

6.2 Local Agenda 21, sustainable development and environmental innovation as the guide and foundation for city strategies.

6.1 The new “centres”, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration.

6.1.1 Promote the regeneration of neighbourhoods and urban areas in difficulty or depressed, following the process already mapped out by the “Special Project for Peripheral Areas” (e.g. Via Artom, San Salvator, Porta Palazzo) and carrying out integrated projects (social, environmental and economic aspects), based on social participation and distributed across the urban fabric.

6.1.2 Create new “centres” in the city, closely involved and connected with the metropolitan area, acting where possible on changes already underway, to create important new urban centres of development and local identity (e.g. a sports centre to the north; a university centre to the west; a hospital centre to the south).

6.1.3 Create a network of Infocentres, for contact and communication between public administrators and citizens, dedicated particularly to integrating the socially excluded, co-ordinating projects on safety and petty crime, and reducing temporary negative effects due to the opening of new urban building sites.

6.1.4 Sustain and launch activities of professional training and support for the creation of businesses, including those in the third sector, in the fields of conservation and management of cultural heritage and natural resources, environmental innovation, urban renewal and personal services.

6.1.5 Create an Urban Centre in Torino

6.1.6 Build a Social Park to act as a centre of excellence for social work, as a structure to support social service activities and a place where experience can circulate.

6.1.7 Present Torino as an excellent place for non-profit organisations, nominating the city to host the third sector Authority and promoting the city as a centre of partnerships on a European level.

6.2 Local Agenda 21, sustainable development and environmental innovation as a guide and foundation for city strategies.

6.2.1 Support strategies and specific plans in the areas of mobility, energy and waste management, location models and building construction, business strategies and services, and citizen behaviour, consistently aimed at improving the quality of the local environment (air, water, noise) and global sustainability.

6.2.2 Exploit, reclaim and expand the natural network spread over the city (rivers, riverbanks, green areas) implementing the “Torino City of Water” plan and reviving the group of “green” projects, landscape and bio-diversity (green links, green belt, theme parks, green spaces and sport).

6.2.3 Continue with projects of public area improvement (creating pedestrian areas and public events; codes of conduct for projects in terms of colour, advertising structures and public lighting; utilising competitions for ideas, sponsorships, and voluntary agreements with private bodies.)

6.2.4 Revive the Green Courtyards Plan to create spaces in city courtyards to bring together craft and commercial activities with meeting and entertainment areas, providing incentives for the creation of green spaces in apartment blocks and at the same time supporting the preservation of craftsmen in the urban fabric, in part through the identification and environmental adaptation of dedicated areas.

6.2.5 Start up positive activities (spaces, services education) planned to promote a “City for children” and steer all projects of transforming the city in this direction.



Objective 6.1 The new centres, urban renewal and social integration as a strategy for spreading prosperity, cohesion and urban regeneration.

Action 6.1.1 Promote the regeneration of neighbourhoods and urban areas in difficulty or depressed, following the process already mapped out by the “Special Project for Peripheral Areas” (e.g. Via Artom, San Salvatio, Porta Palazzo) and carrying out integrated projects (social, environmental and economic aspects), based on social participation and distributed across the urban fabric.

Description

The action proposes to identify a specific “metropolitan role” for the different marginal-peripheral areas, on which to base the construction of integrated plans with the participation of institutions and other public and private bodies (“round tables”, “Forums”); a group of specific actions on different fronts and of different types (on the physical, economic and social level) that, as well as activating local resources, also involve external resources (investments on a city-wide level, infrastructure, transport). Depending on the scale and nature of the individual actions, suitable instruments must be identified in order to directly involve citizens and local bodies in the planning, execution and management of such actions (e.g. according to the methods being tested by the Special Peripheries Project). The areas involved are specific “plan areas”, also between different municipalities, which were identified starting with their present situation (network of existing physical and functional relations, recognisable local identities, human, physical, environmental, organisational resources) and by projects on the drawing board. Their identification and the activation of the “round tables” should happen in 2000. The action allows the development and networking of present resources even in those marginal areas less favoured by the urban development process. In addition the integrated policies create greater opportunities locally for the involvement and integration of weaker elements.

Actors Involved

The action must be promoted by local authorities (municipalities in the metropolitan area and Province) and also through the possible establishment of agencies for implementing the plans. It involves both citizens and operators in the economic, social and service industry of the areas concerned. It is conceivable that the effects of such plans will fall back on the actors of the entire metropolitan area.

Link with the general objective of the Plan

The action explicitly achieves the objective of constructing a European-style, multi-centred city in that it promotes social cohesion and triggers development factors.

Potential shortcomings and hazards if not enacted

The failure of not realising such a plan could increase the economic and social inequality between the various parts of the urban area and favour the growth of social disintegration in certain parts of the city with the subsequent increase in conflicts and lack of safety.



Objectives 6.1 The new “centres”, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration.

Action 6.1.2 Create new “centres” in the city, closely involved and connected with the metropolitan area, acting where possible on changes already underway, to create important new urban centres of development and local identity (e.g. a sports centre to the north; a university centre to the west; a hospital centre to the south).

Description

The action is designed as an incitement to carefully study the location of some of the projects in the Plan, so as to create a network of opportunities for urban renewal throughout the territory. An example is the possibility of locating a sports centre, with multipurpose structures designed primarily for weaker users who do not normally go to such places, in the area of the Stadio delle Alpi, with the possibility of creating a synergy with the planned Juventus sports stadium and infrastructures built for the Winter Olympics. The possibility of creating new urban centres cannot be separated from the idea of giving these centres their own specific function and identity inside the new urban organisation, favouring the construction of a city based on complementary parts. In this sense, the new centres behave more like network nodes than subcentres of different hierarchical levels.

Actors involved

Various actors are involved even if the definition of different locations is first of all up to the city administration that must consider the specific local nature of the different neighbourhoods. (This explains the idea of a sports centre to the north, where the presence of Juventus could play a decisive role, and the sports infrastructures built at Continassa for the Olympics, along with the hospital centre to the south and university centre to the west).

Link with the general objective of the Plan

The action can strengthen some activities that characterise the city (sport, medicine, high quality training) and contribute to urban renewal in the search for new “centres”.

Potential shortcomings and hazards if not enacted

The risk in not implementing this plan is particularly that of not being able to halt the widening gap between marginal areas and central areas, giving rise to the creation of broad areas destined for urban decay.



Objective 6.1 The new centres, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration

Action 6.1.3 Create a network of Infocentres, for contact and communication between public administrators and citizens, dedicated particularly to integrating the socially excluded, co-ordinating projects on safety and petty crime, and reducing temporary negative effects due to the opening of new urban building sites.

Description

The action intends to promote the establishment of a series of Infocentres, to be placed in different Districts in order to encourage more interaction between public administrators and citizens with the idea of guaranteeing the maximum clarity of public decisions. Such centres do not intend to replace those functions already carried out by the area offices, but should rather be more accessible, "information counters" for those who have greater difficulty in accessing information, in effect nodes of an information network capable of assisting these citizens in expressing their needs and helping them to integrate themselves into the social and employment spheres. A service of this kind guarantees, therefore, a higher level of safety for its citizens. This can increase the presence of the city institution in the fabric of the neighbourhood and co-ordinate security forces (e.g. police). Finally, the information campaign connected to the opening of building sites, already active with CasTorino, can find useful logistic support in these structures. The costs are not excessive, even if they depend on the possibility of finding suitable spaces and infrastructures. The project should be completed in a short time (by 2003). It has the aim of guaranteeing an easy and fast exchange of information between citizens and institutions (both administration to citizen, as well as vice versa in the collection of information on consent-dissent) and to favour much easier access to resources and services for weak and socially excluded citizens.

Actors involved

The City of Torino is the driving force behind this initiative. It may also be convenient from an economic point of view as well as efficiency, to consider management by actors already actively involved in the third sector.

Link with the general objective of the Plan

The presence of Infocentres contributes to the improvement of relationships between decision-makers and citizens, favouring participation. The integration of excluded categories contributes further to the formation of a consolidated and widespread identity.

Potential shortcomings and hazards if not enacted

The absence of frequent and easy contact between public administrators and citizens generates a difficulty of understanding of public decisions and a separation between institutions and citizens. Furthermore the lack of creating an information network can increase hardship and social exclusion.



Objective 6.1 the new urban centres, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration

Act 6.1.4 Sustain and launch activities of professional training and support for the creation of businesses, including those in the third sector, in the fields of conservation and management of cultural heritage and natural resources, environmental innovation, urban renewal and personal services.

Description

This action proposes to create specific courses for the management of cultural services and leisure time, the third sector, communications planning, the conservation and restoration of cultural assets and natural resources. Such courses, to be held at university centres, should create a synergy with the research done by university departments in these areas. The objective is to furnish the necessary know-how to deal with the labour situation in strong positively dynamic areas and therefore respond to the demands of a quickly expanding market. Those benefiting from this are principally businesses (such as companies, co-operatives, or associations) operating in these sectors.

Actors involved

The University and Polytechnic could be responsible for creating these courses, although collaboration with companies and actors already operating in the sector is also essential because of their experience in the areas.

Link with the general objective of the Plan

One of the main objectives of the Plan is to give Torino an international and national importance in high quality professional training. It is important that this happens for those newly required skills, already in high demand by the employment market.

Potential shortcomings and hazards if not enacted

If this is not enacted, it is probable that the employment market will not find suitably qualified graduates and they will search elsewhere for these skills, with the result that activities like these will move to or look for new areas in other competitive urban centres.



Objective 6.1 The new centres, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration.

Action 6.1.5 Create an Urban Centre in Torino

Description

The action has the objective of supporting, as planned in a recent Ministry of Public Works project and based on an already vast foreign experience, the creation of an urban centre in Torino. It consists of a place where plans for the city and the territory are set out in detail and made comprehensible to users and other specialists, suited to favouring the exchange of information between local administrators and citizens and between citizens and local administrators, creating useful services and instruments for accessing all the information connected with the planning process.

The duties of the Urban Centre are to:

- Carry out the duties involving transparency and information regarding the activities of the Local Administration
- Guarantee the right of the citizen to participate in choices
- Promote and facilitate mediation between local authorities, operators in the territory and the social system;
- Contribute to promoting the culture of the planning project, improving technical administrative management;
- Promote negotiation and participation in planning activities;
- Exploit the urban heritage of the territory;

The plan for the Torino project includes the integration of a flexible nucleus, suited to temporary exhibitions and meetings, with a permanent structure that includes areas dedicated to the history of urban change and succession of different plans for the city, powered by a multimedia experience and a video and tape library on the subject. Furthermore, the project could be put into a greater context taking on some specifics based on ongoing experiences such as:

- A virtual Urban Centre, on-line (with reference to the Torino Easy and Torino 2000 projects);
- Urban Children Centre, a section dedicated to childhood and adolescence which supports projects like "sustainable city for children";
- The travelling 'Urban Centre', a project with the task of spreading information about the project across the territory.

Actors involved

The promotion of the project must be done by the City of Torino, involving the National Council of Architects, National Urban Institute, University, Province of Torino, Piedmont Region, business associations, user organisations and environmental groups.

Link with the general objective of the Plan

The Urban Centre is a publicly useful project that furnishes the city with an instrument of communication and renewed participation, to which feasibility, continuity, effectiveness and efficiency must be guaranteed.

Potential shortcomings and hazards if not enacted

The ability of Public Administrators to make communication clear and create a dialogue with citizens is considered strategic. In this context, not creating the Urban Centre would deprive the city of an important instrument designed for urban change.



Objective 6.1 The new urban centres, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration,
Act 6.1.6 Build a Social Park to act as a centre of excellence for social work, as a structure to support social service activities and a place where experience can circulate

Description

This action aims to create an area to facilitate the development of social solidarity, through the exchange of experience, creation of general services for actors operating in the field and the circulation of excellent experience.

Torino, in fact, is presently well-known for its highly developed social services and represents in many fields an advanced system of support on the national and European scene.

Consider, for example:

- On the administrative action front, the method of entrusting social services to third parties and the innovative application of a “social clause” in favour of weaker elements of the work force;
- On the public service front, the expansion of economic support for the deprived and organisation of services offered to the elderly, minors and handicapped;
- On the service industry front; the long standing tradition that, starting with the “good Samaritans “ of the 19th century today sees a considerable development of voluntary organisations and social enterprise.

These experiences are presently already connected between themselves and other European partners though not in a systematic way. The proposal presented here implies the creation of a Social Park where the proximity of services – public and private - facilitates a sharing of experience, the support and creation of new services including through the typical functions of a business incubator, the relaunch of the cultural visibility of this kind of action. Furthermore, a centre of this kind would revive the central place of Torino among the capitals of Europe in discussions and innovations of social policies.

Actors involved

The plan requires the patronage of public and private actors, without excluding the possibility of involving some profit-making actors, especially in the project areas which require a greater amount of capital (e.g. assistance for the handicapped, residential services for the elderly, etc.)

Link with the general objective of the Plan

The project identifies a central place that Torino has in fact taken over the years, developing it and projecting it into the European arena, with consequent advantages for the image of the city as well.

Potential shortcomings and hazards if not enacted

Failure to activate a driving element, possible major disorganisation of projects and lack of visibility on the national and international arena.



Objective 6.1 The new “centres”, urban renewal and social integration as a strategy to spread prosperity, cohesion and urban regeneration.

Action 6.1.7 Present Torino as an excellent place for non-profit organisations, nominating the city to host the third sector Authority and promoting the city as a centre of partnerships on a European level.

Description

In the last few decades, we have seen innovative third sector growth along several guiding principles:

- Experimentation of “outreach” services, for the newly marginalised, former drug addicts, current AIDS sufferers and foreigners;
- Cultural analysis of third sector issues, with some events of major importance on an international level;
- Development of social enterprise both in the field of services for the individual and for integration into the work force;
- Development of innovative methods of relating to public administrators, sanctioned by certain recent decrees and the development of partnership projects.

This proposal plays off the history of Torino in developing the third sector, recognising the city for its record by making it the site of the Authority. Beneficial effects are also expected from this for the role of Social Torino in Europe; in fact, the presence of the Authority would automatically nominate Torino as one of the most sought after partners in European projects concerning the experimentation of social projects involving the third sector. The benefits come from both the improvement the city’s image and from its constant contact with other European situations of excellence in the area of social services.

Actors involved

Firstly the voluntary organisations, associations and social co-operatives of Torino, as well as second level organisations that promote the development. Public elements that donate services must be involved as partners in the initiative.

Connection with general objectives of the Plan

This project promotes the image of a Social Torino which makes up a valid complement to the other images the city proposes of itself in the Strategic Plan and brings back one of the facets that characterises the “Torinese” tradition. A developing and innovative Torino accompanies a Torino attentive to its weakest citizens.

Potential shortcomings and hazards if not enacted

Distorting the image of Torino in ways that do not do justice to its traditions and capacity for social solidarity.



Objective 6.2 Local agenda 21, sustainable development and environmental innovation as a guide and foundation for city strategies.

Action 6.2.1 Support strategies and specific plans in the areas of mobility, energy and waste management, location models and building construction, business strategies and services, and citizen behaviour, consistently aimed at improving the quality of the local environment (air, water, noise) and global sustainability

Description

The action brings together projects within the competency of the public administrators who intend to improve environmental sustainability and reduce urban risk.

The first topic of consideration concerns waste; starting with the relaunch of the Waste Management Plan that has the objective of reaching fifty per cent recycled waste. Such an objective can also be reached by establishing a series of Ecocentres (perhaps in synergy with the Infocentres) for the separate collection of waste. These Ecocentres can also be the starting points for information campaigns and sensitisation to reducing the use of non-recycled materials. The "Reset" Plan accompanies this Waste Management Plan, which the city prepared in 1996 to save energy with the objective of substituting at least 15% of the energy derived from diesel fuel with less polluting forms of energy. Such a plan gives basic direction to building, waste and mobility fields. For the latter, it is important to try and reduce the negative effects (congestion, pollution) through a series of measures (time usage planning, car sharing, car pooling), which tend to favour collective or non-polluting transport.

The action is key to adaptation to international policies (Agenda 21, measures of the European Union, relating to the reduction of environmental impact and sustainability). It also satisfies a series of requirements and needs of the citizens.

Actors involved

The municipal administration, including the management company of which the City of Torino is shareholder.

Link with the general objective of the Plan

The objectives pursued by this action are crucial to the attempt at improving urban quality, necessary for promoting the enjoyment and environmental aspects of the city to an international audience.

Potential shortcomings and hazards if not enacted

Not to pursue the action defined could create a net increase in pollution with a drastic reduction in the quality of urban life. Furthermore, not to pursue the objects promoted by the European Union could limit the possibility of accessing finance programmes.



Objective 6.2 Local Agenda 21, sustainable development and environmental innovation as the guide and foundation for city strategies

Action 6.2.2 Exploit, reclaim and expand the natural network spread over the city (rivers, riverbanks, green areas) implementing the “Torino City of Water” plan and reviving the group of “green” projects, landscape and bio-diversity (green links, green belt, theme parks, green spaces and sport).

Description

The action proposes to revive and co-ordinate planned activities regarding public green areas (Green Ring, Green Links) and environmental recovery of the 74 km of riverbanks (Torino City of Water), present in Torino and the metropolitan area. The action also aims to make better use of the parks and natural reserves in the metropolitan area, of strong environmental and tourist value, improving their usage and enjoyment by citizens and tourists. The action revives an extensive heritage (the presence of four rivers including the Po and large parks), not sufficiently enjoyed or known, that constitutes one of the most important resources of the city and requires a co-ordinated renewal project.

Actors involved

The actor responsible from an institutional point of view is the Municipal Administration. It is hoped that public and private bodies may become involved in the realisation phase.

Link with the general objective of the Plan

The action proposes to improve environmental quality, considering it a factor necessary for the improvement of urban quality.

Potential shortcomings and hazards if not enacted

If such projects are not carried out, the difficulty in utilising green spaces, not sufficiently renewed and enhanced, may make these spaces areas of great urban degradation. The lack of an integration policy and green spaces could have a bad affect on this considerable endowment, failing to make it a point of attraction, particularly to tourists.



Objective 6.2 Local 'Agenda 21, sustainable development and environmental innovation as the guide and foundation for city strategies

Action 6.2.3 Continue with projects of public area improvement (creating pedestrian areas and public events; codes of conduct for projects in terms of colour, advertising structures and public lighting; utilising competitions for ideas, sponsorships, and voluntary agreements with private bodies.)

Description

The action is composed of a series of projects that aim to improve urban quality from an aesthetic point of view. This means defining different guidelines for projects restoring public spaces, or private buildings facing onto public areas. Some of these projects need to be revived or strengthened, such as the colour plan and the plan of urban design and street furniture. Other projects are related to the plan for public and ornamental lighting and the plan for advertising structures. In addition, continuing the policy of creating pedestrian areas and public entertainment events (artistic and commercial) of some historic urban areas.

The action must be accompanied by the search for sponsors and agreements with private bodies, needed to lower costs. Such projects, then, through the promotion of competitions, can become opportunities to utilise local artistic talent. The architectural heritage and urban spaces of historic value require careful attention as regards the impact of changes in street furnishings. Such changes can become opportunities to enhance the appreciation of this heritage.

Actors involved

The definition of plans and spaces in the projects is the responsibility of the City.

Connection with the general objectives of the Plan

One of the aspects for the promotion of the city internationally is related to the improvement of the aesthetic image of the city. The action has this direct objective.

Potential shortcomings and hazards if not enacted

The absence of aesthetic unity of the representative urban spaces can make it difficult to create an image of the urban environment that is attractive to possible investors or tourists.



Objective 6.2 Local Agenda 21, sustainable development and environmental innovation as the guide and foundation for city strategies

Action 6.2.4 Revive the Green Courtyards Plan to create spaces in city courtyards to bring together craft and commercial activities with meeting and entertainment areas, providing incentives for the creation of green spaces in apartment blocks and at the same time supporting the preservation of craftsmen in the urban fabric, in part through the identification and environmental adaptation of dedicated areas.

Description

The action proposes carrying out a number of pilot projects with the aim of defining interventions of regeneration and recovery of courtyard spaces, traditionally areas of social contact and the construction of community networks. They are based on the interpretation of courtyards as places of activity and different generations and are aimed at making different functions compatible and interactive, like the location of craft and commercial activities and the presence of spaces for meeting and entertainment for adults and especially young people and children. The action could start with the revival of the Green Courtyard Project, expanding it to also include courtyards intended for a different use, for example those that can offer space suited for locating craft activities. This concept could extend to areas other than courtyards so that business with craft characteristics can benefit from dedicated areas for the location of their activities.

The action allows the regeneration of a type of semi-public space characteristic of the urban design of Torino, helping it regain its function as a space for the construction of social relationships. It acts in critical situations due to the improper use now made of such spaces as car parks. Furthermore, it acts on the problem of the lack of adequate space for children to play and for craftsmen's workshops. Through this action, partially illegal situations can be remedied along with those where the presence of a number of activities implies a risk.

Actors involved

Even if the action must be approved by the City Administration, it could be planned and managed with the help of associations in the field and local public interest groups (co-operatives and associations in the third sector)

Link with the general objective of the Plan

This action proposes to improve social cohesion in its various components (functional and generational) particularly if the plan and management are defined through the involvement and participation of the parties concerned.

Potential shortcomings and hazards if not enacted

Not carrying out an action of this kind means losing the opportunity of improving important spaces in the building of community relations and having to find alternative and improper solutions to answer the needs of certain components of society.



Objective 6.2 Local Agenda 21, sustainable and environmental innovation as guide and foundation for city strategies

Action 6.2.5 Start up positive activities (spaces, services, education) planned to promote a “City for children” and steer all projects of transforming the city in this direction.

Description

This involves a wide-ranging action based on recognising children’s rights to live within their own community in harmony with others, guaranteeing sustainability tied to times, rhythms of life and safety of spaces. The action proposes to improve the quality of urban life for children by identifying and improving certain parameters for all projects of change in the city and therefore also for the actions of Torino International. A first line of the project, related to the process underway of reorganising area educational workshops, proposes to create “Centres of culture for infants”, recognisable area centres, utilised in particular by families and children. The Centres could also be described as permanent places of creation and subsequent utilisation of educational activity in certain subject areas, as well as a more general place for parents and children to enjoy both spaces and activities together. The centres, organised for age groups 0-6 and 6-14, are organised along the following themes: Art and expression, Communication, Environment, Identity and culture, Games , Creative children’s activities.

An example of how the Centres could be organised is the Urban Farm of Cascina Falchera. They look to the teachers, schools and classes, families, and young people interested in extra-curricular activities. They are for use by the citizens, but they can play an “attractive” role for nuclear families visiting the city (effectively offering, with the integration of existing proposals, moments of interaction with their children) or classes, as part of school tours. The centres are the first step in utilising and redesigning city spaces, making them “child friendly”, starting in particular with a project related to school spaces, since children spend significant periods of the day there. Through the activities of the games workshops already launched and the external areas, open spaces beside school buildings will be fully recovered, with the aim of making them more usable for the children who go there, and in some cases even outside school hours by families and residents of the neighbourhood.

Actors involved

The action is promoted by the Municipal administration of Torino and the municipalities of the metropolitan area. In particular, the education services department of the City of Torino constitutes the promoting body for the start up of the plan, since it is the creator of “Cultural centres for children” which saw a first project supporting their creation in 1999 by La Compagnia di San Paolo and the Fondazione C.R.T. More sponsorship from private bodies is currently being searched for. Such an action should be started in collaboration with infant schools and compulsory schools, with associations and private bodies and/or civic voluntary associations. Resources can be assigned to this plan from branches of the “Removal plan for Environmental Protection” and “Law 285/1997”.

Link with the general objective of the Plan

To characterise Torino by the creation of area centres recognised by families in Torino as meeting points where they can enjoy “joint” growth with their children. To characterise Torino in terms of tourism, as a national centre able to offer guided and significant educational tours (interacting with the tourist resources of the territory) for families.

Potential shortcomings and hazards if not enacted

A city that does not respond to the needs of its children in terms of accessibility to designated areas does not guarantee environmental sustainability in terms of handing



down its heritage to future generations. Furthermore it contributes to increasing levels of social unrest.



Part III

The Pact between the Various Components of Society in Torino



A Shared Vision

The Strategic Plan, called "Torino Internazionale", was developed between May 1998 and January 2000 with the collaboration of the principal public institutions, private economic bodies and companies, and many of the cultural and social components of the city and metropolitan area.

The Plan is based on three images that bring together a coherent vision for the future:

Torino: a European metropolis

Torino the resourceful: a city of action and know-how

Torino the decision-maker: the intelligence of the future and quality of life

This vision will be made a reality with the awareness that the greatest well-being for our community can be achieved only through the co-ordinated activities of public institutions and private bodies, both from the city and the metropolitan area. The team work that has been carried out by representatives of the various components of society in Torino must be continued. With the help of national and foreign experts, these first defined a shared analysis of the situation in the area and then developed a project divided into strategic lines, objectives and activities. This development plan, to be realised before 2010, is intended to guide the autonomous projects of the various actors in the city. There will be a global review at the half-way stage, and there will be constant adjustments to the single activities. The Plan will have a powerful driving force in the 2006 Winter Olympics.

Tasks to be performed

The signatories of the Plan recognise that the project completed so far is new and practical. The first task they are committed to is the reinforcement of this positive experience, together creating an *association* and an essential **operational structure** with the task of helping the various public and private actors to achieve the objectives in the planned times and methods and to prepare the half-way revision of the Plan.

The signatories emphasise the necessity and urgency of promoting the economic and social development of the overall metropolitan area and no longer only the city. For this reason, the second task is to quickly encourage, with the support of the Province and the Region, the creation of a **metropolitan governing authority**, founded on the voluntary membership of the different municipalities. As an intermediate step, to be taken in the short term, the Plan calls for the creation of a **Conferenza Metropolitana**. This project provides for contact between the institutions on an equal level, the optimisation of resources, equality in providing services to citizens and the search for a method to overcome the legislative stalemate in which the metropolitan areas find themselves in our country.

The third task of the signatories, along with the various actors already involved in consultations during the preparation of the Plan, is to continue the **joint identification** of the most appropriate actions for reaching the objectives established by the Plan and possibly the definition of new objectives. The Plan can give the city an active role in the international context that is well-deserved, considering its favourable geographical position, industrial, financial and commercial potential, both its existing and planned transport infrastructure, the beauty of its historic area, its streets, buildings and churches, the wealth of its museums, its environment and human resources. The time has come to open Torino up to the world and encourage the discovery of its real value, by institutions, businesses and tourists.



The strategic lines of the Plan

The Plan indicates as a first strategic line a type of **internationalisation** that comes first from the common will to create a critical mass in relations with the outside world and through the radical improvement of access to our area and its internal mobility. For integration into international networks, a **structure of permanent co-operation** is proposed as a central forum for international projects. **Mobility** will be guaranteed and improved through the start-up and monitoring of numerous projects related to the airport, a modern concept of public rail transport, a metro, the motorway system and parking.

The second strategic line regards the construction of the **metropolitan government** and the creation of sectoral services under the control of the *Conferenza Metropolitana* mentioned above.

The third line, dedicated to **training and research** as a strategic resource will become the main support for the international promotion of Torino over the next few years. The medium-size to large cities in Europe that have carried out shared strategic planning have each generally managed to enhance their own competitive advantage (some in medicine, others in trade fairs and conventions, or sports, culture, youth culture etc.). All the conditions exist for it to be said, within a few years, that Torino knew how to present itself as a city of research and training. This involves developing the highest commitment for solving the problems of overcrowding at the University, completing the construction project to double the size of the Polytechnic, creating structures that allow the two institutions to have one or more teaching units of international standing, creating schools with a high level of post graduate education. But this also means utilising the great tradition of know-how for the purpose of helping public and non-public education systems to develop vocational training and pursue links with training networks. This same tradition could make Torino a training environment of service for those parts of the world where the need to learn and produce is most dramatically urgent.

The fourth line is a commitment to the **promotion of enterprise and employment**. In this area, the way has been partially paved by the "Development Pact for Piedmont" signed by the central government, local institutions, entrepreneurs and trade unions, after a process that was shorter, but not dissimilar, to that followed for the construction of this Strategic Plan. A city that for a century has been a capital of manufacturing industry must position itself on the international level, especially by exploiting its extraordinary cultural and organisational experience. Because of this, it must develop a policy of supporting process and product innovation in industrial sectors, particularly in the field of new technologies, in order to encourage the growth of small to medium-sized businesses through the use of location factors and the spatial organisation of the territory. Actions should also be taken to reinforce those activities that make up the filière driven by the automobile industry, aiming these projects toward the construction of an actual automobile technology district, to help Torino, with FIAT at its centre, remain a pole of primary importance for this production within the context of market internationalisation. The most important image that Torino must project to the world is as the ideal site for starting new businesses thanks to its excellent capacity to organise production, connect work and research, and the availability of some of the most highly skilled workers in the world, with a drive to see a job well-done. This priority is aimed particularly at maintaining high levels of employment. But to be reached, it will require the compatibility with other parts of the city-system such as social maturity, cultural vivacity and environmental quality. The exploitation of innovative potential requires, in particular, the promotion of the technology districts either present or under construction in the Torino area, better circulation of knowledge and a strong thrust towards the development of innovative technologies. In order to start and grow, businesses,



especially high tech companies, need adequate support. This entails making available to potential businessmen: spaces and areas for incubation, adequate incentives, a portfolio of business ideas, innovative financial support, and consulting activities closely tied to the university system and research centres. The creation of businesses and new jobs is also accomplished through the promotion of skills and professions and, more generally, a culture sensitive to and aware of the logic of business and innovation.

The fifth strategic line, dedicated to the prospect of **making Torino a city of culture, tourism, commerce and sports**, has many new aspects. Ours may be the European urban area most endowed with high quality environmental and cultural resources but the least known on the international level. The transformation of Torino into an attractive city for cultural, conference, trade fair and business tourism could produce not only the development of a new economic activity but also a unique chance for the radical restoration of our natural, urban, architectural, artistic and social assets. The story of the city clearly indicates what the main axis might be for this type of transformation, i.e. the heritage of Torino as capital city - not only of a nation but also of a long and special cultural and human history, the extraordinary testimony of the Egyptian civilisation, the symbols of religious faith both past and present, the unique way of marrying science with technology and industrial production. Museum sites with the most modern design, lively and uniform architecture, cultural theme parks, churches, important sports events, major exhibitions and shows, along with a widespread commercial network oriented towards a culture of hospitality and urban liveliness, could all be created thanks to the agreement between public bodies (the central national government will have to be included along with local authorities) and the private sector. In this context, new hotel accommodation must be developed and a professional promotion project aimed at the tourist market must be created. In this sense, the 2006 Torino Winter Olympics represent a unique chance of promoting the city on the international level and expanding its sports tradition.

The sixth strategic line consists of **improving urban quality** and regards a basic condition for all development included in the Plan. A city blooms only if the effort is shared by everyone and if all its parts are involved, including the weakest ones. For this principle to exist not only on paper, a multi-centred metropolitan area must be constructed capable of eliminating, or at least reducing, the "periphery" effect by offering places, structures and attractive events outside the old city centre. A city does not become multi-centred merely because the "centre" has decided it, but also because the different local areas have desired it, have influenced its planning, and are willing to govern the new centres. This strategic line also links the reaching of its objectives to the choice of Agenda 21 as the basis and direction of the projects aimed at sustainable development and innovation in the approach to environmental policies.

External promotion must coincide with improvements to living conditions in the city. If the Torino area is not able to reach a good level of environmental and social quality, it can not expect to compete with other Italian and foreign cities in the ability to attract new businesses, new training centres, new government and international co-operation offices, or new tourist flows. The type of planning required means simultaneously taking into account different points of view within a global vision. The Strategic Plan to be signed has attempted to respect these needs and translate them into feasible and coherent proposals.



The Agreement

The signatories of this document:

1. Recognise the objective of furnishing the city with a strategic plan, valid for directing mid-term development (2010), shared by both institutional powers and society, subject to - in its methods - continuous validation by the signatories;
2. Note that the work that has been done as part of the Torino Internazionale project is a starting point, not unchangeable, for the joint effort - in operations and planning - in which they will be committed to participating as part of the association to be created for this purpose;
3. In particular, they recognise the 6 strategic lines of reference adopted by the document:
 - integrate the metropolitan area into the international system;
 - build the metropolitan government;
 - develop training and research as a strategic resource;
 - promote new business and employment;
 - promote Torino as a city of culture, tourism, commerce and sports;
 - improve urban quality;
 - and share the concept of gathering the development ideas of the city community around these lines;
4. Also assume as original projects of the Plan, those already undersigned in the "Development Pact for Piedmont" for which this agreement constitutes a further version and first proposal for implementation;
5. Recognise as key projects in the Plan:
 - the development of the University and Polytechnic and the international professional training centre;
 - the technology districts (auto-automation-design, robotics, machine tools, aerospace, information and communication technology);
 - the incubator for new businesses;
 - the enhancement and increase of the system of museums and culture in general;
 - the development of the commercial and tourist system;
 - the "Peripheries Project" and development of new centres;
 - the implementation of Agenda 21;
 - new institutional structures for the metropolitan area;
 - the permanent Round Table for co-operation and internationalisation;
 - the renovation of the railway network and improvements to the airport;
 - the Torino 2006 Winter Olympics;
 - the creation of the association for facilitating and monitoring the strategic planning of the city;
6. Share the objective of supporting the methods of the Strategic Plan with quick and decisive organisational tools, capable of ensuring the permanent connection between the association for implementing the Plan, the future Conferenza Metropolitana and the system of international networks of co-operation;
7. Express the conviction that promoting development and a competitive economic system are key conditions for overcoming unemployment, that the cultural, material and professional resources for finding economic and employment opportunities must be widespread among the population, that the trend toward social exclusion in contemporary cities can be countered by a powerful and constant, consolidated action that involves all actors.