
Remaking Cities Congress

Pittsburgh, PA

October 16-18, 2013



Major Partners

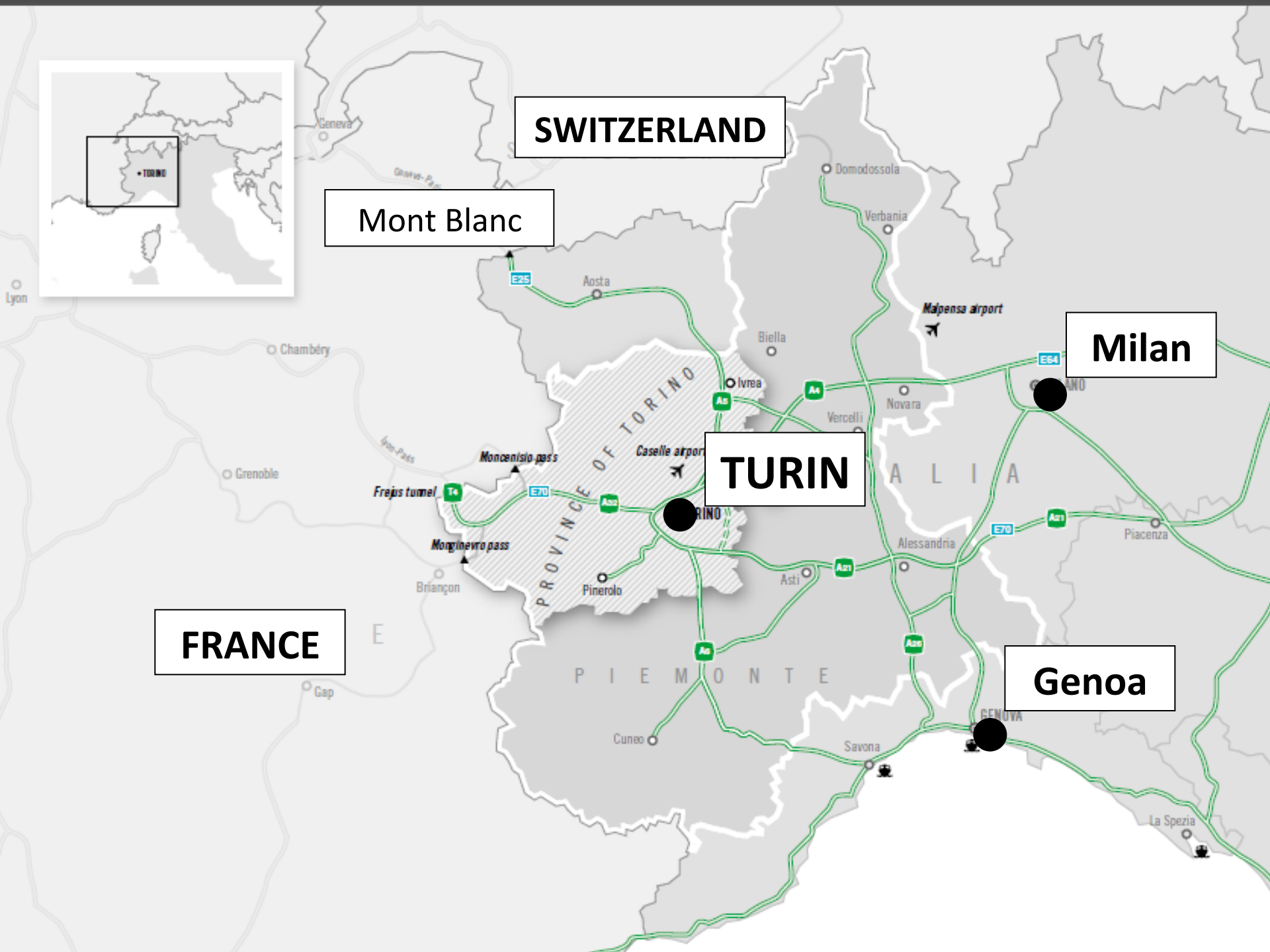
Remaking Cities Institute,
Carnegie Mellon University

The American Institute
of Architects

TURIN: RE-ENVISIONING HOW TO REMAKE THE CITY

**Anna Prat, City of Torino, Director of
Torino Strategica**

THE REMAKING CITIES CONGRESS,
Pittsburgh, October 17th 2013



SWITZERLAND

Mont Blanc

TURIN

Milan

FRANCE

Genoa

TURIN' S PHASES OF TRANSFORMATION

- HOUSE OF SAVOY: 1st **political capital** of Italy
- FIAT: **Industrial capital** of Italy
- 1995 MASTERPLAN: **Physical transformation**
- 1ST AND 2ND STRATEGIC PLANS:
Identity, Culture, Promotion and Innovation
- 3RD STRATEGIC PLAN:
Metropolitan Planning from the bottom up







1899



1901



1904



1921



1925



1931



1932



1968



1999



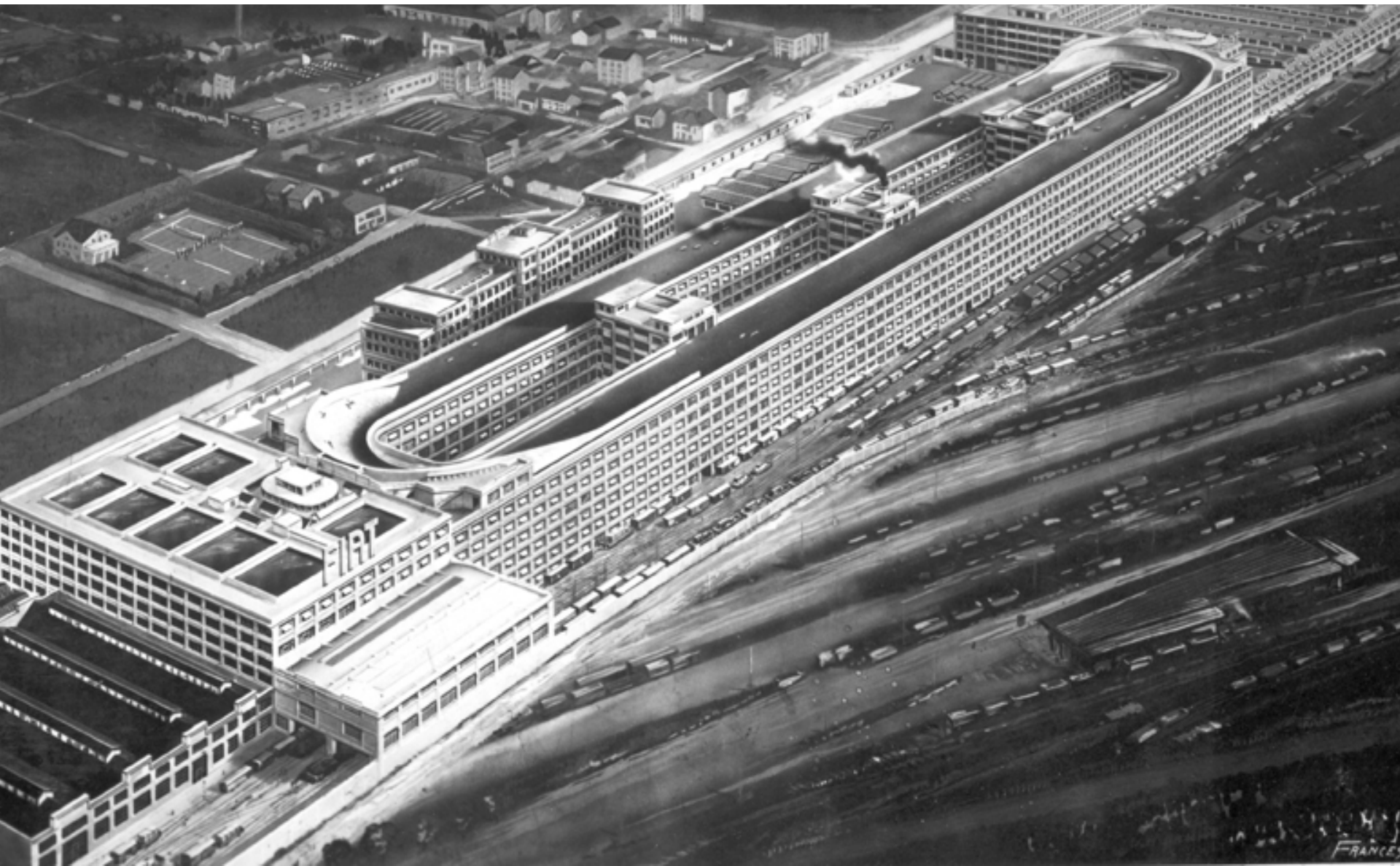
2006







THE GROWTH OF FIAT





THE DECLINE OF FIAT

- **1968-69**

FIAT reaches 158,000 employees

- **1973**

Oil Crisis begins FIAT's slow decline

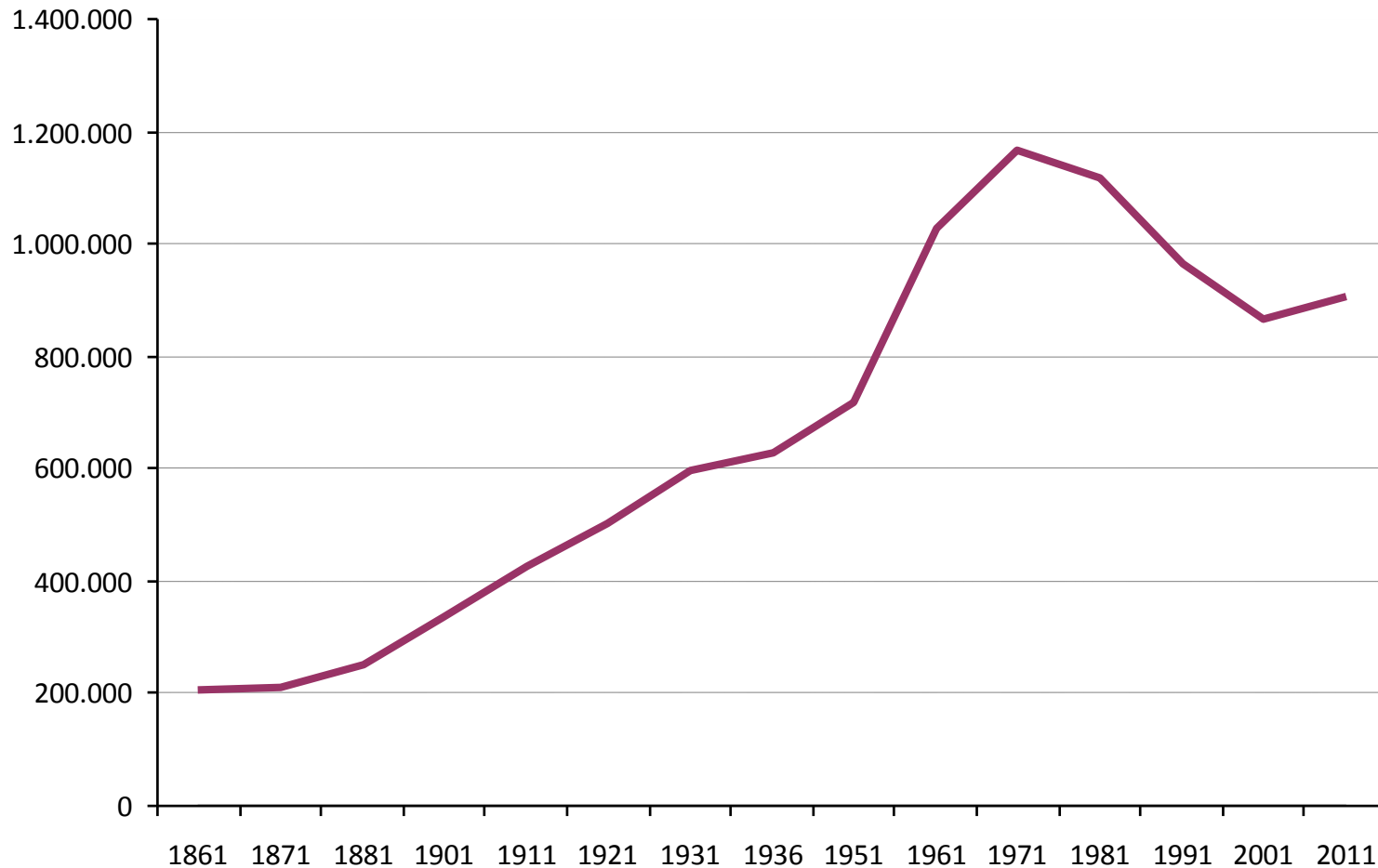
- **1980-1996**

Turin metropolitan area loses over 100,000 jobs directly related to the automotive industry

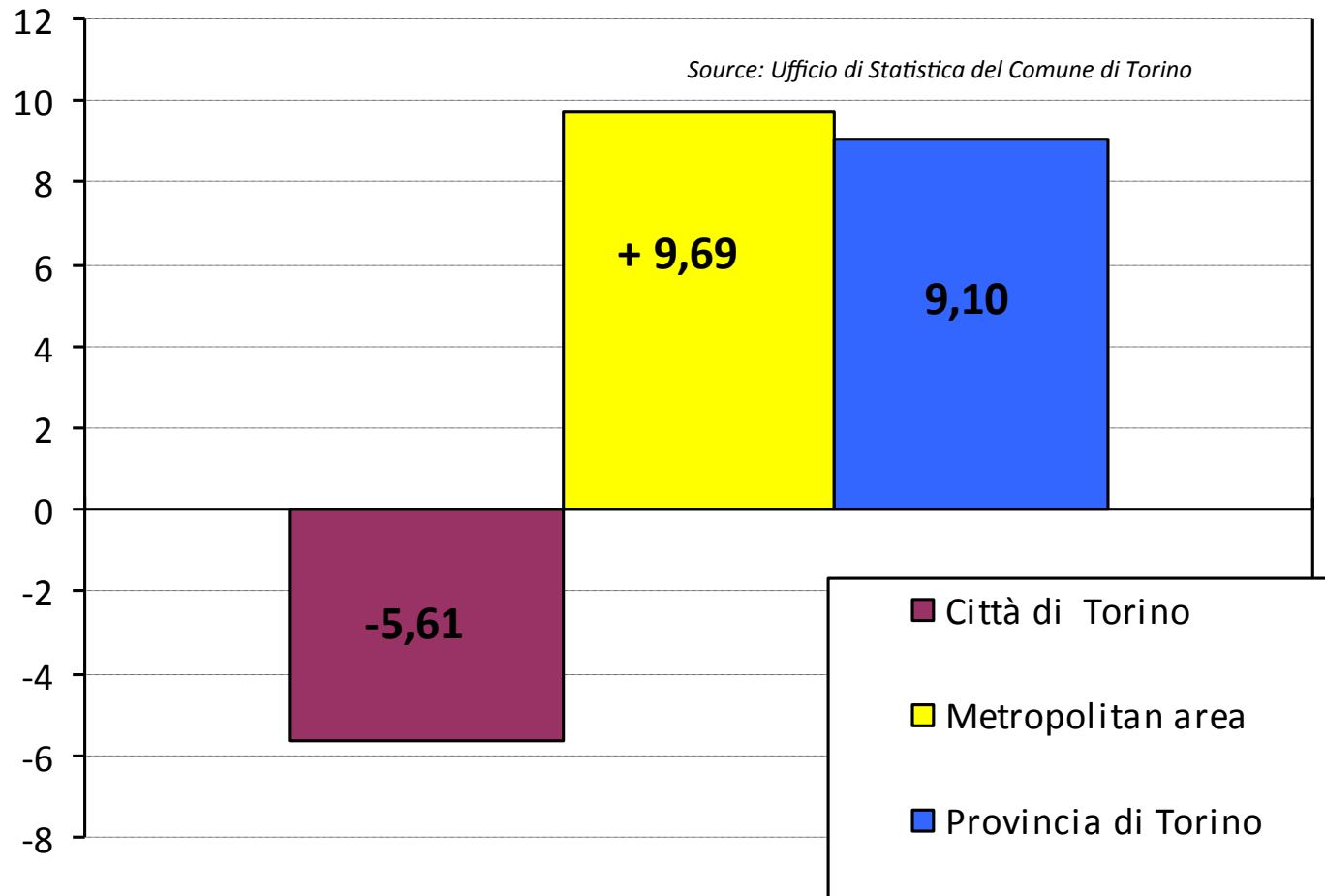
- **2002**

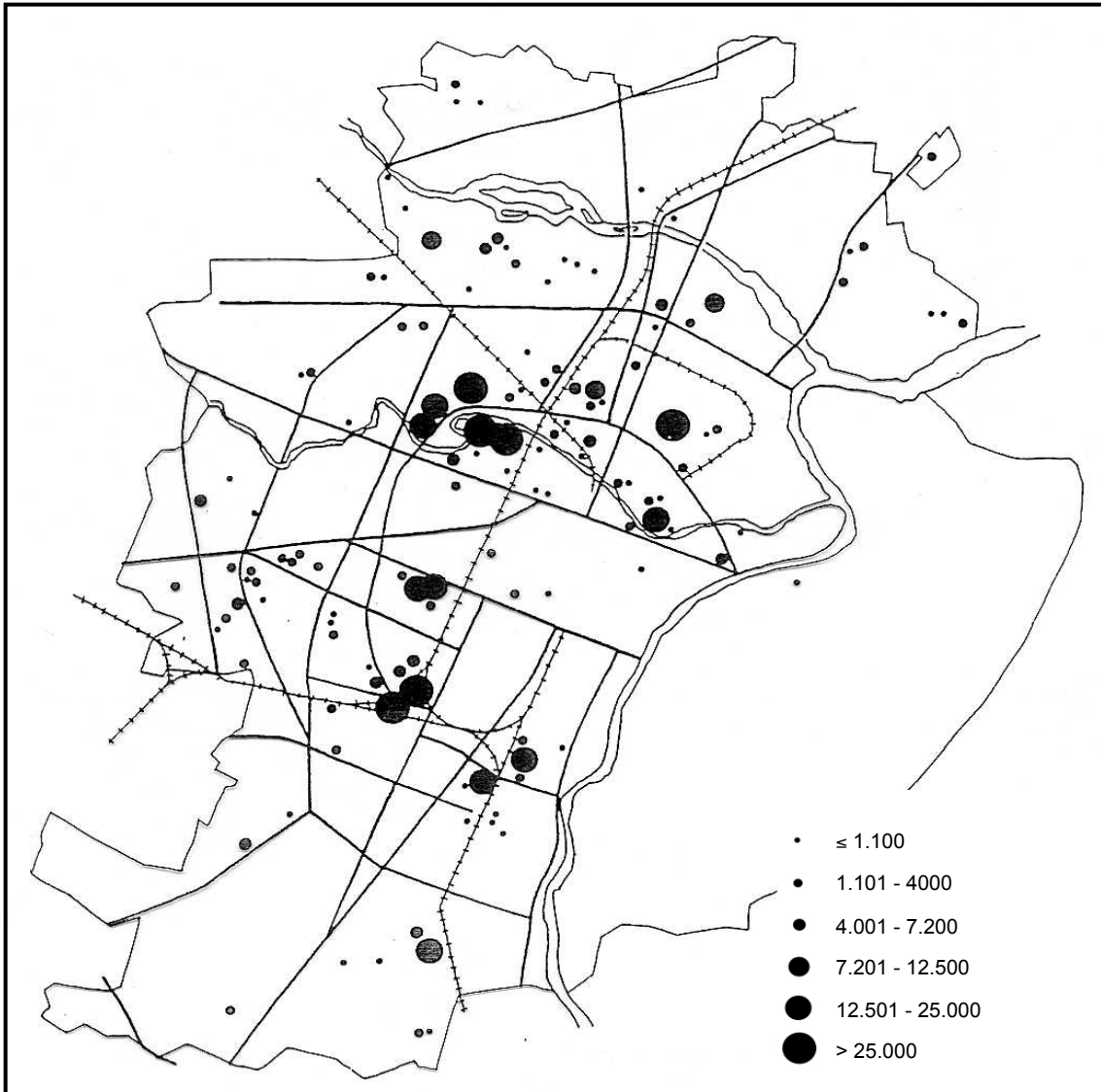
Less than 30% of FIAT's production remains in Turin

TURIN'S POPULATION GROWTH 1861-2011



REGIONAL POPULATION CHANGE 1991-2010 (%)





APPROXIMATELY
2,500 ACRES
OF VACANT
INDUSTRIAL
SITES (1989)

1990s - CRISIS AND OPPORTUNITY

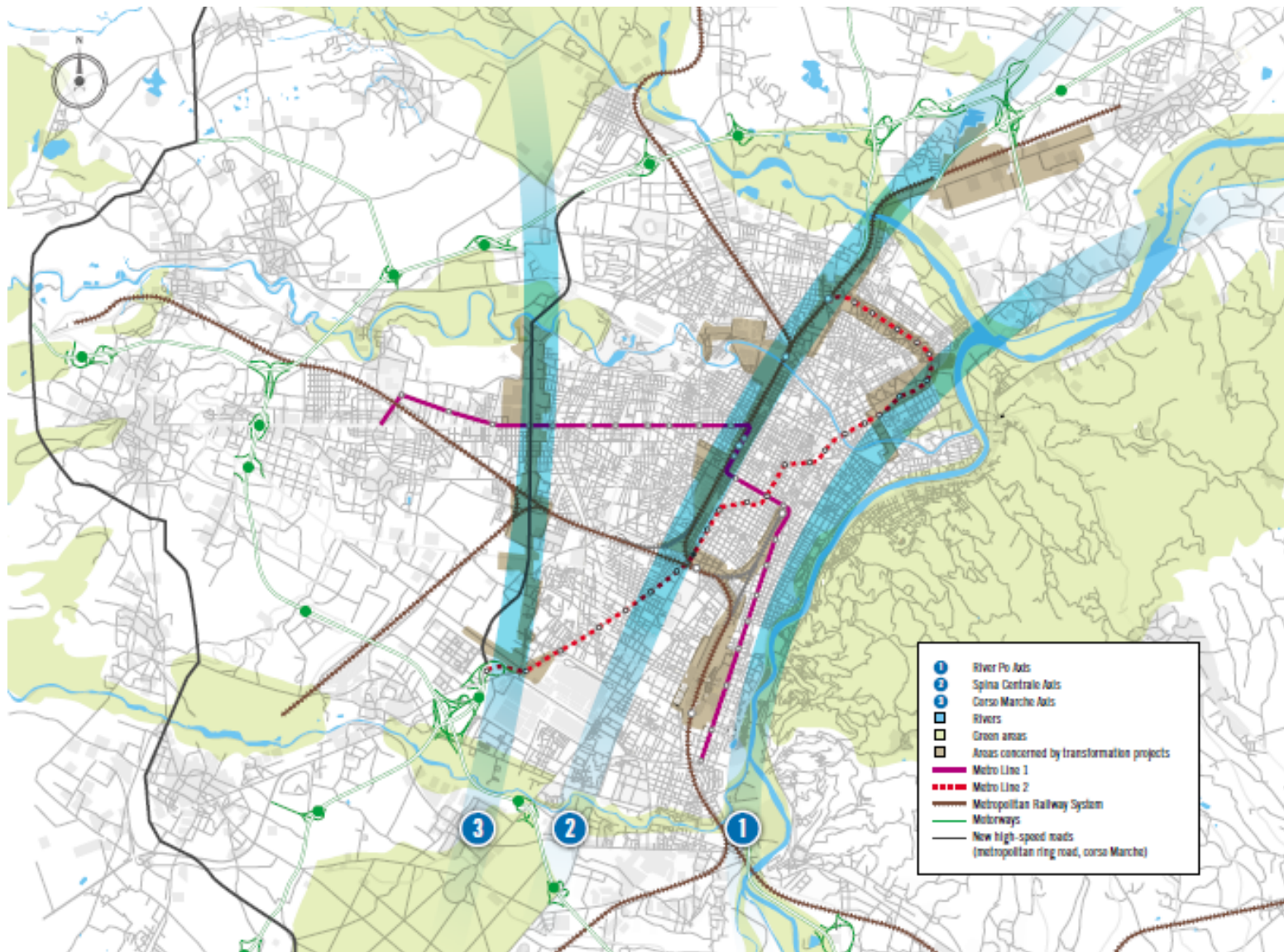
- Local economic crisis – decline of FIAT
- National political crisis - renewal of the political class
- Direct election of the Mayor

PUBLIC SECTOR INTERVENTION

PHYSICAL TRANSFORMATION

1995 Masterplan Implementation

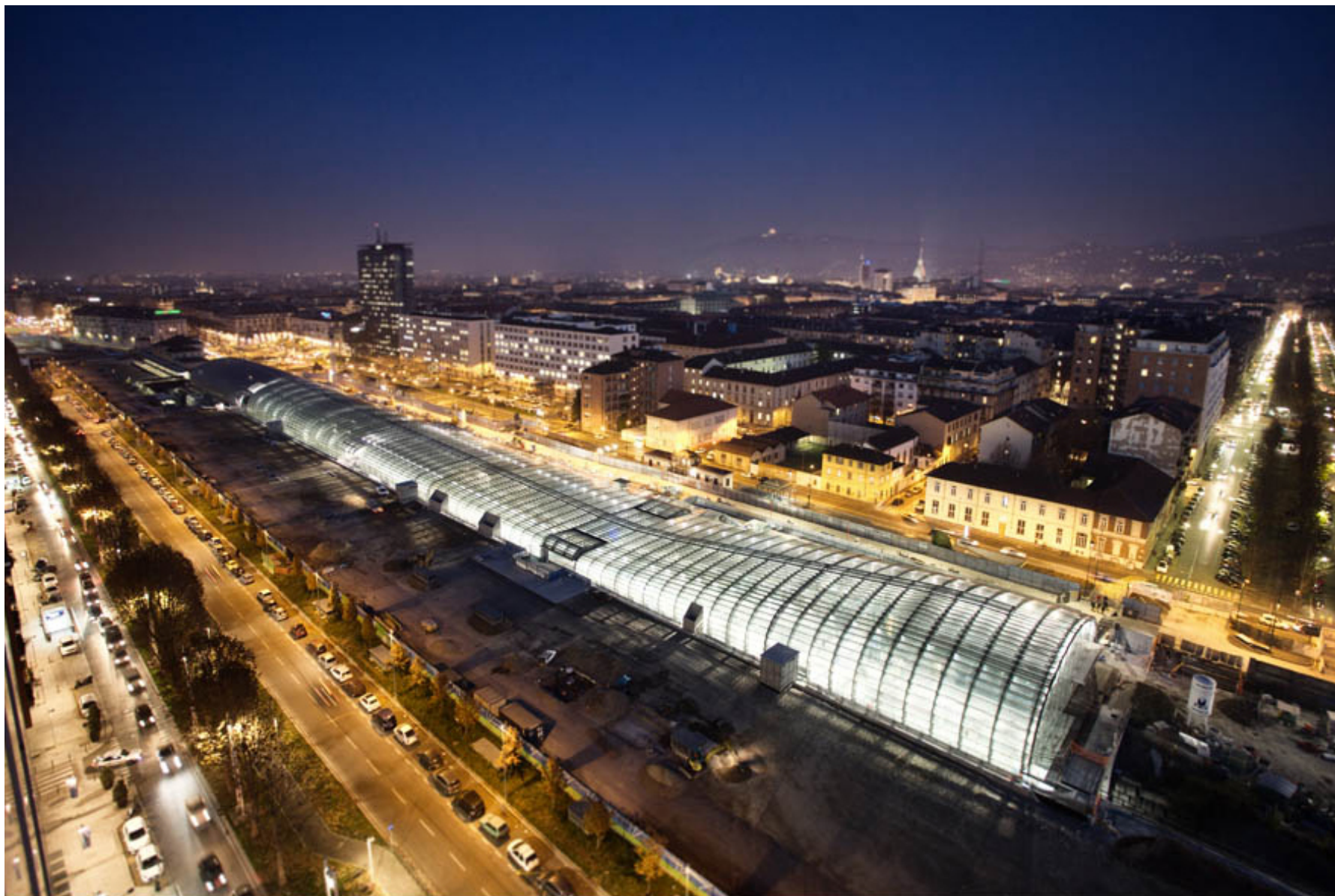
- Burying major rail lines dividing the city
 - Reclamation of abandoned properties along three axes
 - Restoration of public spaces and the city center
 - Neighbourhood revitalization in the periphery
 - Public transportation improvements – new metropolitan rail system station and metro line
-















THE RENEWAL OF THE CITY CENTER



THE RENEWAL OF THE CITY CENTER



THE “MOVIDA” NIGHTLIFE



NEIGHBORHOOD REVITALIZATION



LE AREE
DI INTERVENTO

P.I.C. URBAN 2

CONTRATTI
DI QUARTIERE

PROGRAMMI
DI RECUPERO URBANO

AZIONI LOCALI

STUDI DI FATTIBILITA'



NEIGHBORHOOD REVITALIZATION



METROPOLITAN RAILWAY SYSTEM





PUBLIC SECTOR INVESTMENTS

Central Backbone: 3.08 billion euro

Cross-Rail System: 1.19 billion euro

Subway (line 1): 975 million euro

Neighborhood Revitalization: 450 million euro

FIAT Lingotto Renovation: 1 billion euro

PUBLIC SECTOR INTERVENTION

STRATEGIC PLANNING 2000-2011

1st Strategic Plan: A New Vision of the City

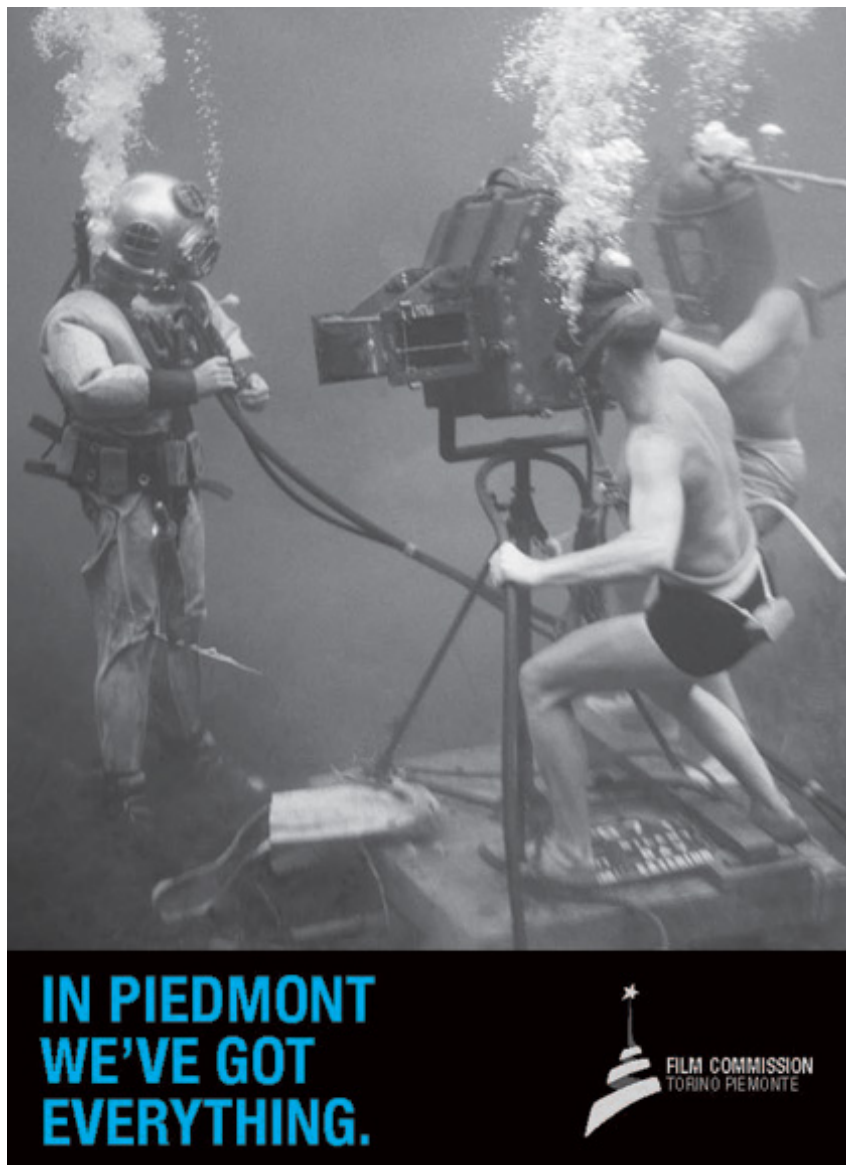
- New cultural institutions and programming
- Re-branding and promotion
- Global reach
- (institutional revovation, new agencies, etc)



CITY CENTER MUSEUM DISTRICT



44 MUSEUM WITH A SINGLE PASS







RESTORATION OF ARCHITECTURAL TREASURES AND GREEN BELT PROJECT



ROYAL PALACE OF VENARIA

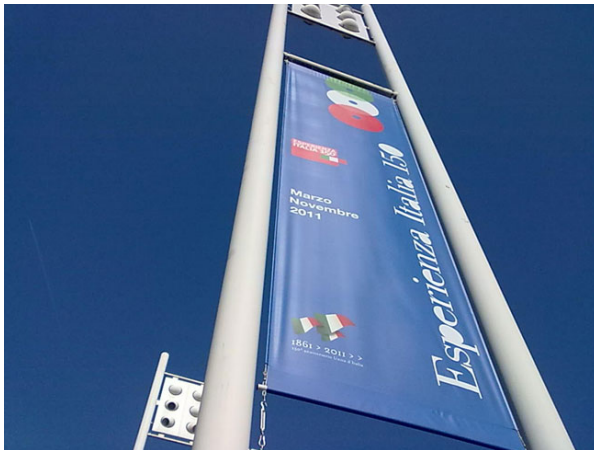










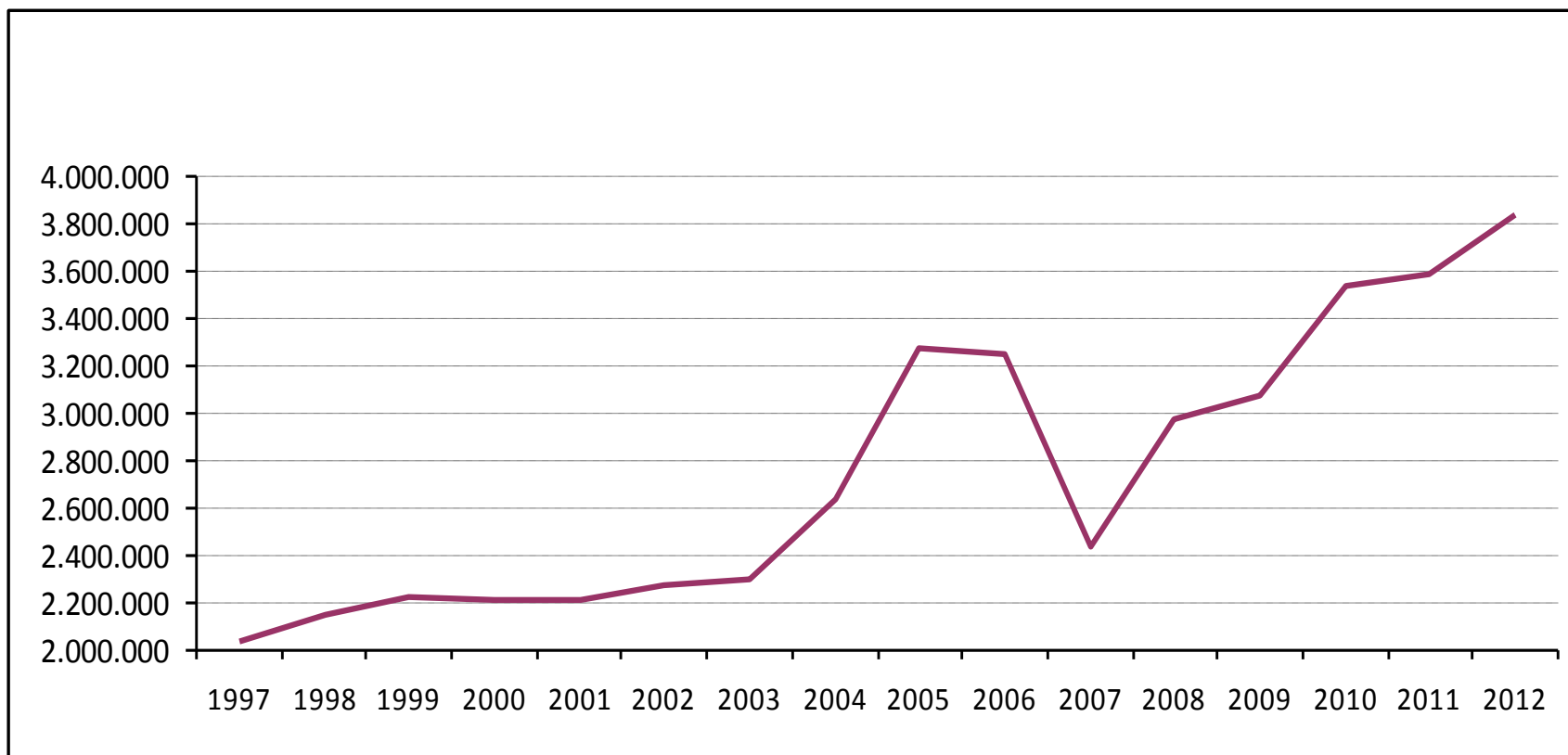






TORINO AND METROPOLITAN AREA – NUMBER OF VISITORS (1997-2012)

Source: Provincia di Torino

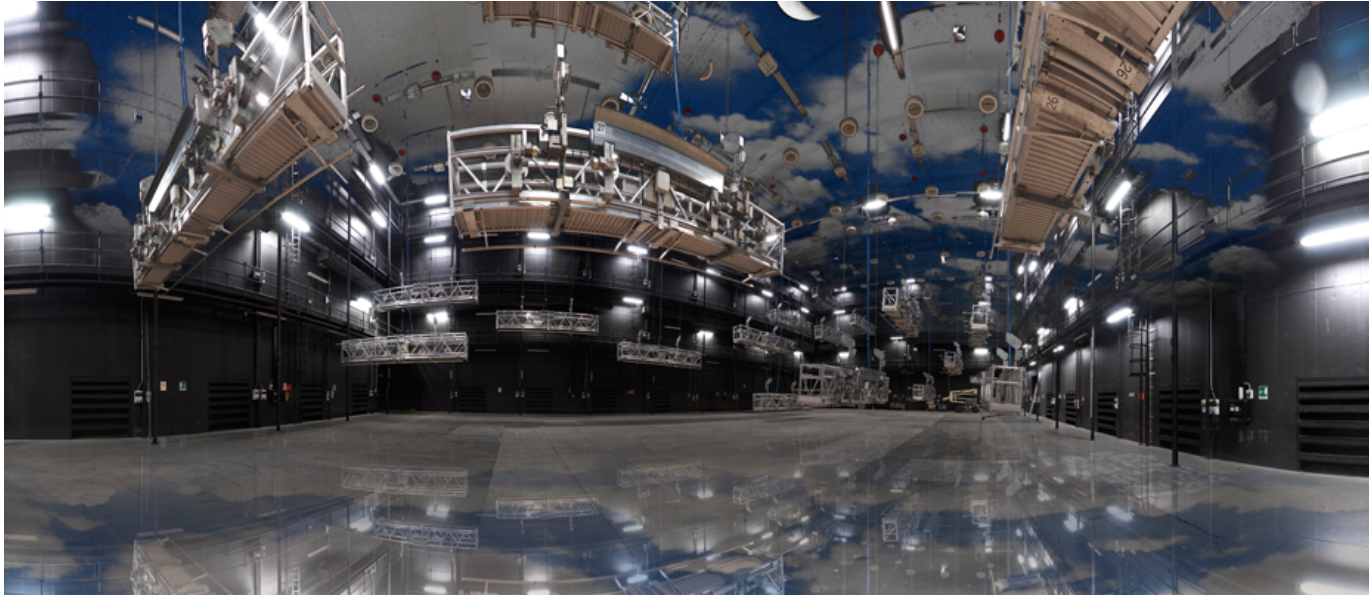


2006 - The 2nd Strategic Plan built on the vision of the first, expanding the focus to **research, innovation and social inclusion as economic drivers**.

Year : 2008/2009	Funds: FESR 2007/2013
	Budget (million €)
Agribusiness	5,1
Renewable energy and biofuels	5,4
Sustainable architecture and Hydrogen	6,2
Biotechnology and biomedical	3,8
Sustainable chemistry	3,5
ICT	5,8
Mechatronics	7,4
Renewable energy and mini hydro	5,3
New materials	4,2
Systems and components for renewable energy	1,5
Textiles	1,8
Digital creativity and multimedia	2
TOTAL	52

Investments in
innovation
hubs in the
Piedmont
Region

INCUBATORS AND INNOVATION HUBS



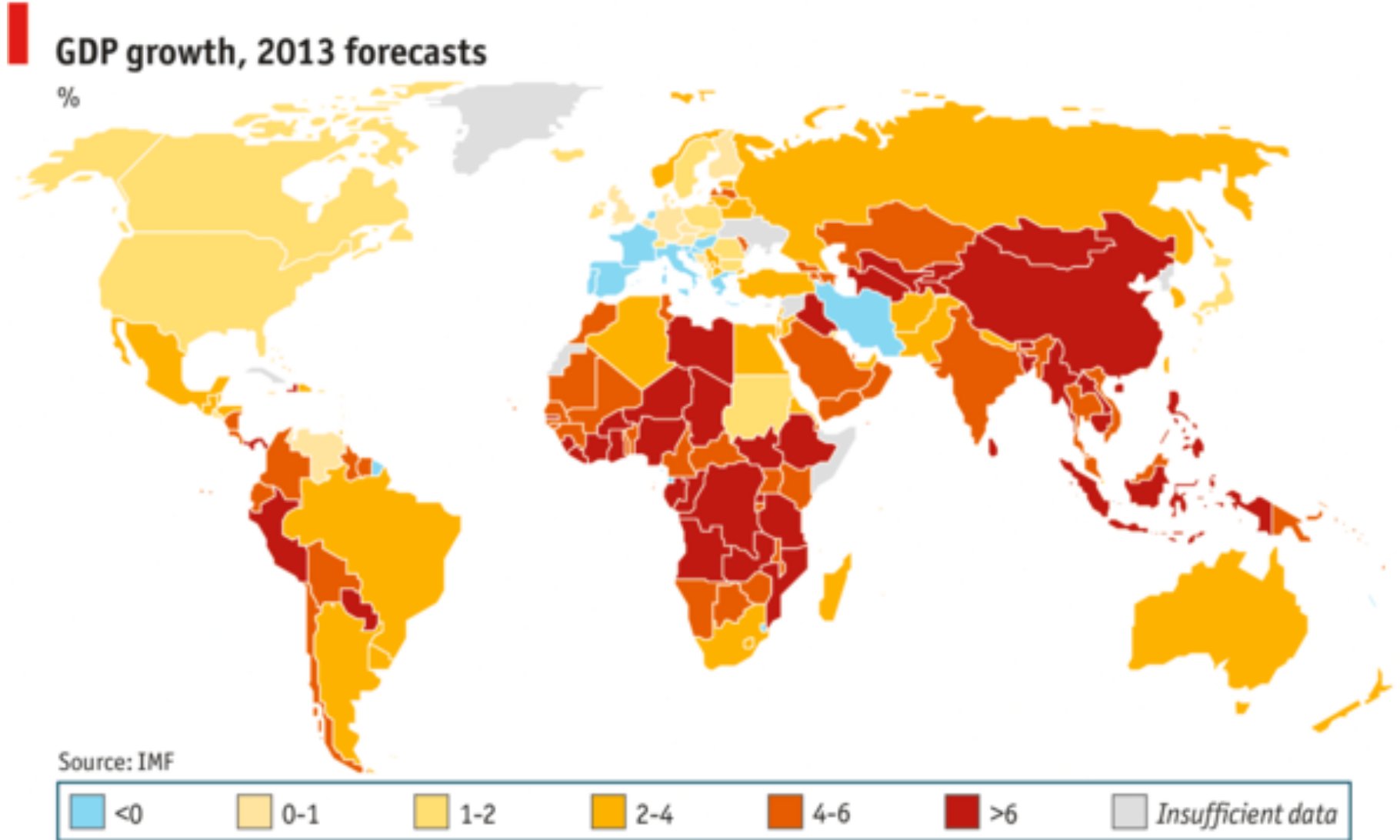
WHAT WAS ACHIEVED

- Tangible change
 - Major infrastructure improvements
 - Recuperation of large industrial tracts
 - Global re-branding of the City
 - Diversification of the economy
 - Capacity and know-how for national and international events
 - Capacity and visibility as a tourism destination
 - Reinvigorated city identity and pride
 - Ability to contemplate long-term visions of the City
-

WHERE WE ARE TODAY

- 2008 Global financial crisis has long-term structural impacts on Southern Europe
 - Losses in manufacturing jobs and growth in social vulnerability
 - No more public funds available – and city is indebted
 - Private sector disillusioned and domestic investors are looking outwards
 - Regional competition with other Italian cities is fierce
-

A NEW CRISIS



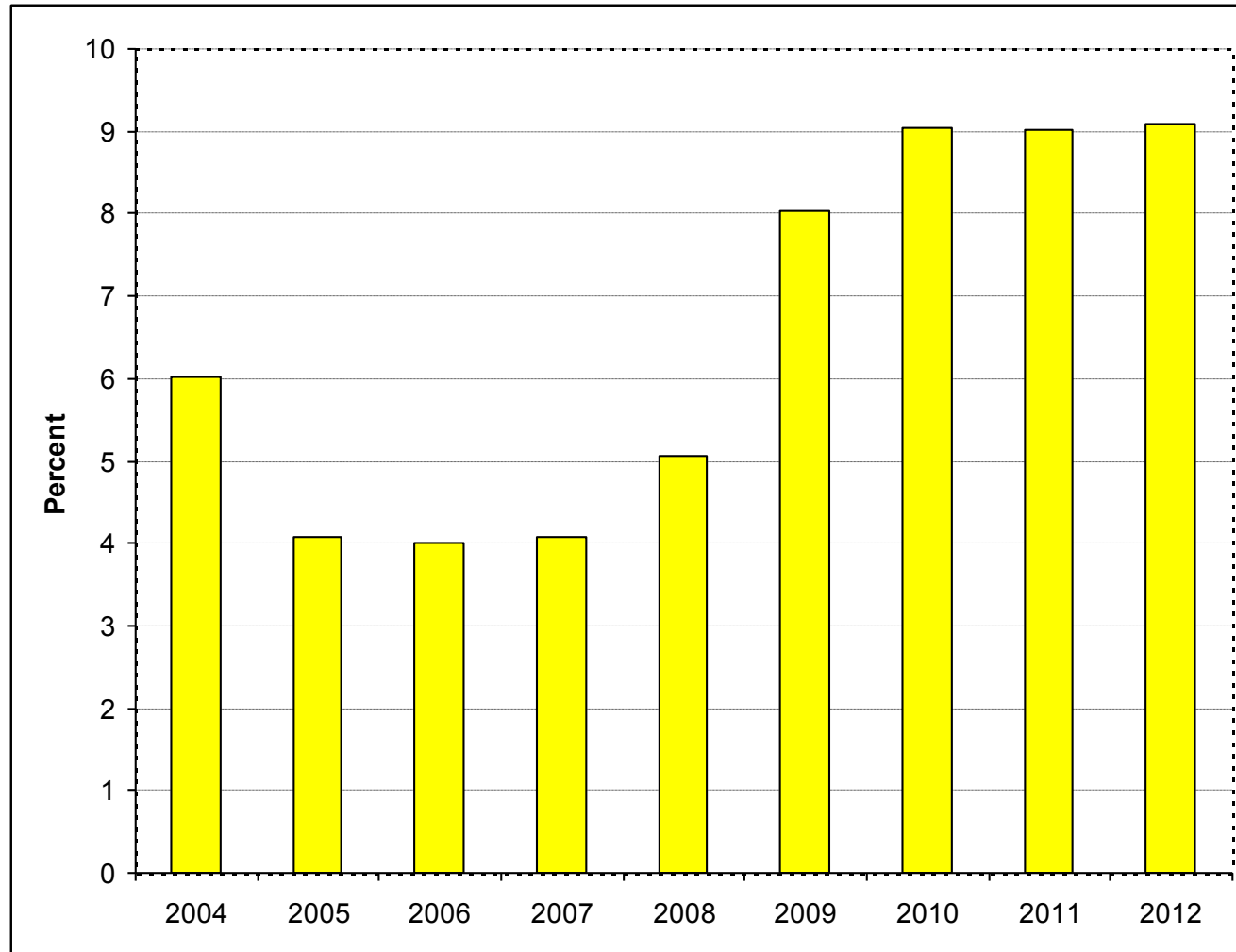
PERFORMANCE BY ECONOMIC SECTOR

Annual change in number of firms (%)



UNEMPLOYMENT RATE, CITY OF TURIN

Source: ISTAT, 10/16/2013



2012 - A NEW CYCLE OF STRATEGIC PLANNING REQUIRING

From hardware to software

- Renewing the vision
- (Capitalising on success and assets)
- Stronger and money saving governance systems
- Continued physical transformation
- Recreating trust, collaboration and enthusiasm
- New forms of leadership and participation
- Activating a new generation and business sectors – agents of change

THE THIRD STRATEGIC PLAN

2012 – LISTENING TO THE CITY(IES)



A NEW VISION

METROPOLITAN TORINO 2025:

THE CITY OF OPPORTUNITY

Metropolitan Territorial Strategy
38 Municipalities

Local Economic Development Strategy
All economic and social actors

Strategic Foci

- City of Food
 - University City
 - Internationalization
-

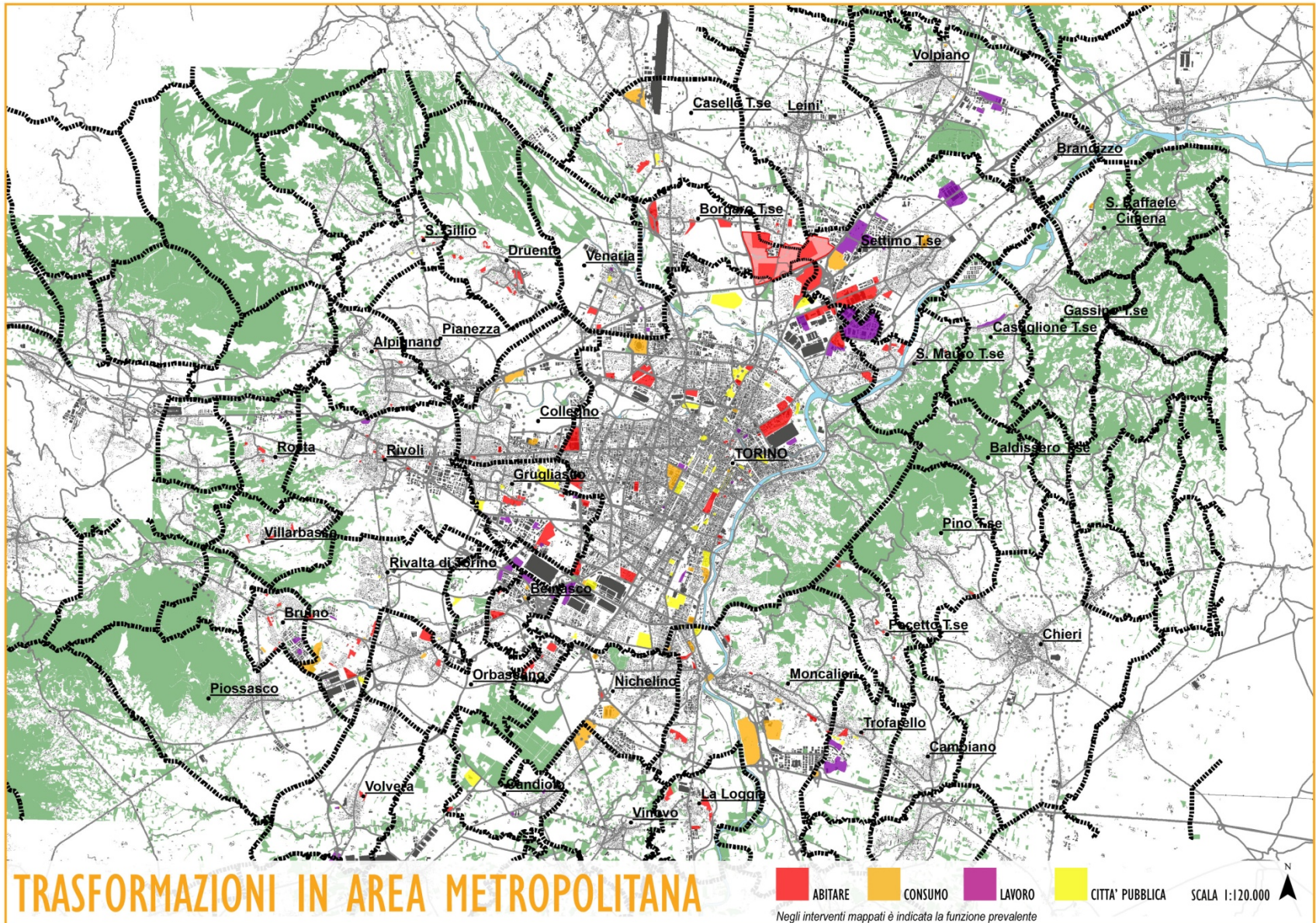
METROPOLITAN TORINO 2025: THE CITY OF OPPORTUNITY

METROPOLITAN TERRITORIAL COMMISSION

Working Groups

- Mobility
- Parks and open space
- Urban schemes
- Quality of life
- Business clusters





METROPOLITAN TORINO 2025: THE CITY OF OPPORTUNITY

ECONOMIC
DEVELOPMENT COMMISSION

Working Groups

- Promoting and attracting investment
- Effective and efficient public administration
- Training, social services, and inclusion



THE CITY OF CULINARY ART

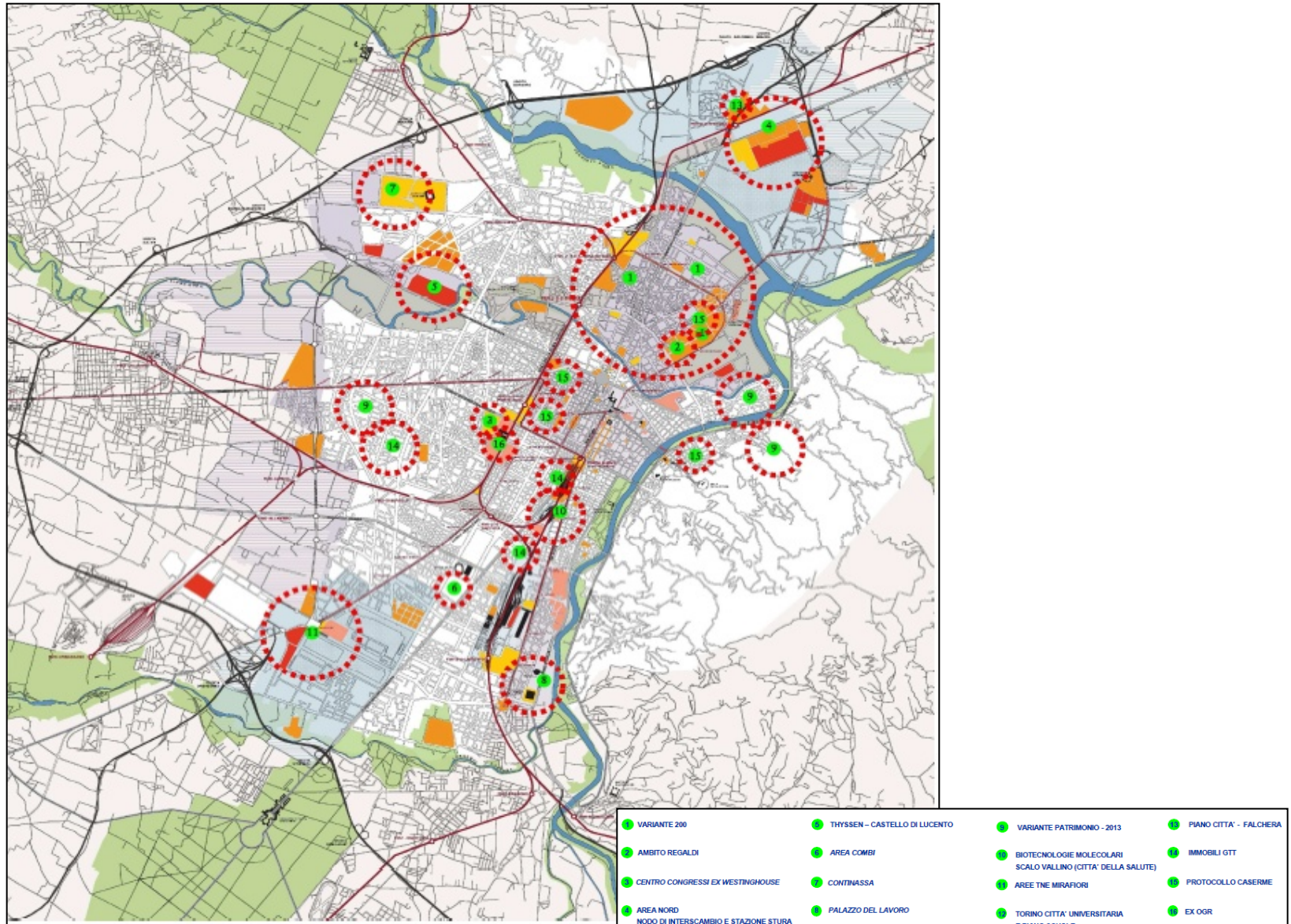




Continue the Physical Transformation

- Maintain a steady pipeline of re-development projects
- Focus on smaller projects, more infill
- Greater attention on placemaking
- Give space for temporary uses to build momentum

CONTINUE THE PHYSICAL TRANSFORMATION



CONTINUE THE PHYSICAL TRANSFORMATION



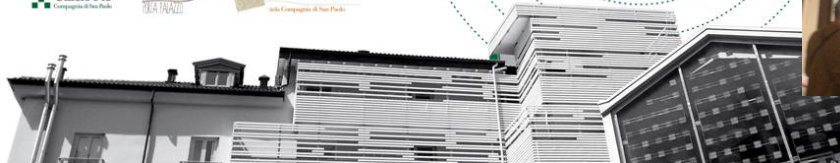




RESIDENZA TEMPORANEA

*uno spazio per te
nell'universo Porta Palazzo*

inaugurazione venerdì 20 settembre 2013 alle 18





**Se sei un UNDER31
e hai IDEE o PROGETTI
IMPRENDITORIALI**
di innovazione sociale e tecnologica,
la CITTÀ DI TORINO
ti aiuta a partecipare al
BANDO NAZIONALE MIUR
“Smart Cities & Communities”
per progetti dal costo massimo di
1 MILIONE DI EURO*

--- COME? --- ● finanziamenti all'80% a fondo perduto

Partecipando ai seguenti
INCONTRI conoscitivi e formativi:

- #1** Martedì 23/10, ore 15:30 @I3P, Sala Agorà, Via Pier Carlo Boggio 59
PRESENTAZIONE DEL BANDO NAZIONALE SMART CITIES

#2 Martedì 6/11, ore 15:30 @Toolbox, Via Agostino da Montefeltro 2
INCLUSIONE, BENESSERE SOCIALE E QUALITÀ DELLA VITA

#3 Martedì 13/11, ore 15:30 @Toolbox, Via Agostino da Montefeltro 2
SVILUPPO SOSTENIBILE E VALORIZZAZIONE DEL TERRITORIO

Per maggiori informazioni: WWW.COMUNETORINO.IT/INFOGIO/TORINO_SOCIAL_INNOVATION TORINOSOCIALINNOVATION@COMUNETORINO.IT



Key points from Torino case

Change is a learning process

Urban change requires:

- phasing over a long period
- continued strong and visionary civic leadership
- coherent implementation but strategic incrementalism
- reconnecting with deep identity of the city
- a creative process of ideas generation
- involvement of the real agents of change
- variable amounts of money, on key priorities

Planning and social innovation – our challenges

On the governance side

- Crisis of representation and decision making: our “urban regime” is ineffective – look beyond for ideas, energy and excellence
- Wider involvement and empowerment – a change of perspective for a typically command&control city

On the social inclusion side

- Listen to the City, let demands emerge, become opportunities and reality

On the welfare side

- Totally renewing the social service provision system
-



THANK YOU!