

THE CHANGE OF TORINO AT THE END OF THE INDUSTRIAL CENTURY

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**World Bank Institute and
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Rio de Janeiro

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Torino in Europe

City of TORINO
Surface 130 sq Kms
Population 950,000

TORINO
METROPOLITAN AREA
Surface 1300 sq Kms
49 municipalities
Population 1,800,000





Some Preliminaries

- When one tells a **“story of success”** all difficulties remain in the backstage and everything seems easier than in the real world. My story is not an exception!
- Aiming at a **Big Achievement** requires the patience of making **small steps** and accepting **failures**. What makes the difference is **a strong Commitment to the result!**

- It is crucial to **recognize each step as part of the Vision**. This approach gives value to each partial achievement and makes the contents of the Vision credible.
- My story starts with the dramatic crisis of Torino in the early 90's.

The Crisis of Torino (mid 70's to mid 90's)

- **The Decline of the Manufacturing Economy**
(Crisis of FIAT)

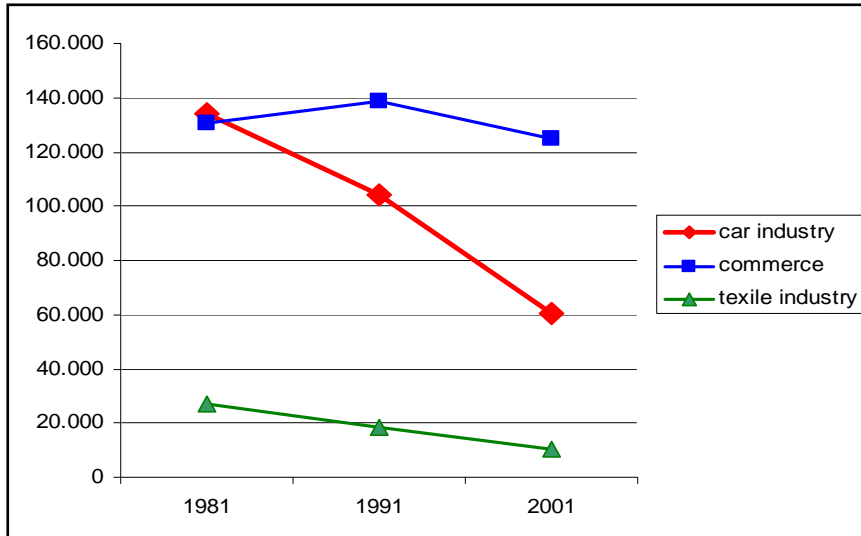
Unemployment, Abandoned urban areas,
End of the “one-company town” model

- **A political and administrative Crisis of the Local Government**

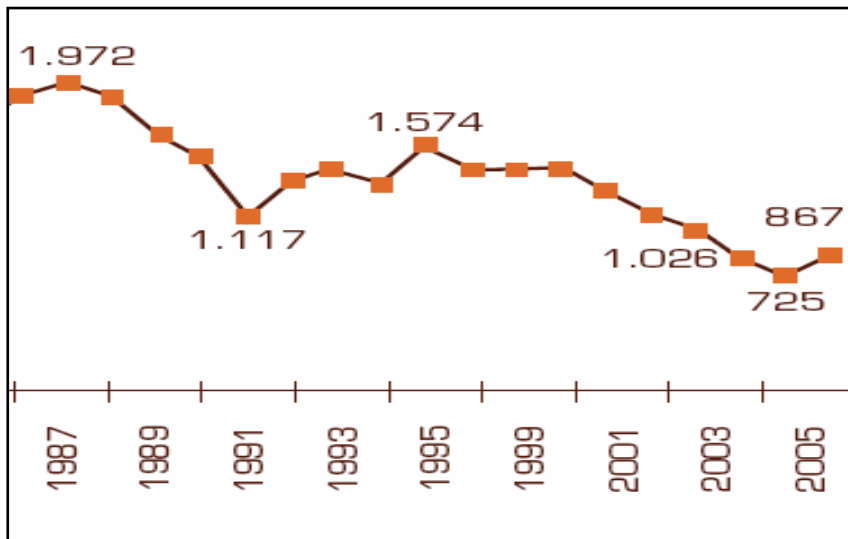
Lack of political leadership (4 Mayors and a Government
appointed Commissioner in 5 years)
City without a vision for the future

Torino and Fiat

End of the “One company town”



Employees in automobile industry



Automobile production (x 1000)

Turning Point: 1993

- The Italian Parliament approves the Reform in Mayoral Elections. Instead of being **appointed indirectly by a council of elected politicians** Mayors would henceforth be **directly elected by their own constituents.**
- I was elected Mayor in June 1993 leading a center-left coalition. I was confirmed for a second term in 1997. **Continuity in the City Government**, confirmed until 2011 with the election of my successor (Sergio Chiamparino) leading the same political coalition.

KEY MESSAGE COMING FROM HISTORICAL MEMORY

**The history of Torino is a
sequence of “discontinuities”
In a Crisis Torino is a **Community**
used to reinventing itself**

VISION

As in the last century, when Torino lost its role of capital of the country and started the mission to become the Industrial capital of Italy now it is time for change: from a one-company-town to a European City with a wider mission.

KEY ACTIONS

First strategic plan

New Urban Masterplan

**The Neighborhood
Regeneration Plan**

Winter Olympic Games

First Strategic Plan (Torino Internazionale)

- A wide **bottom-up process** was stimulated promoting the participation of the main actors of the whole Community (both public and private, institutional and social)
- **Six main strategic lines** - specified in 20 Objectives and 84 Actions - were identified and shared with the Community

First Strategic Plan




(Process of small steps)

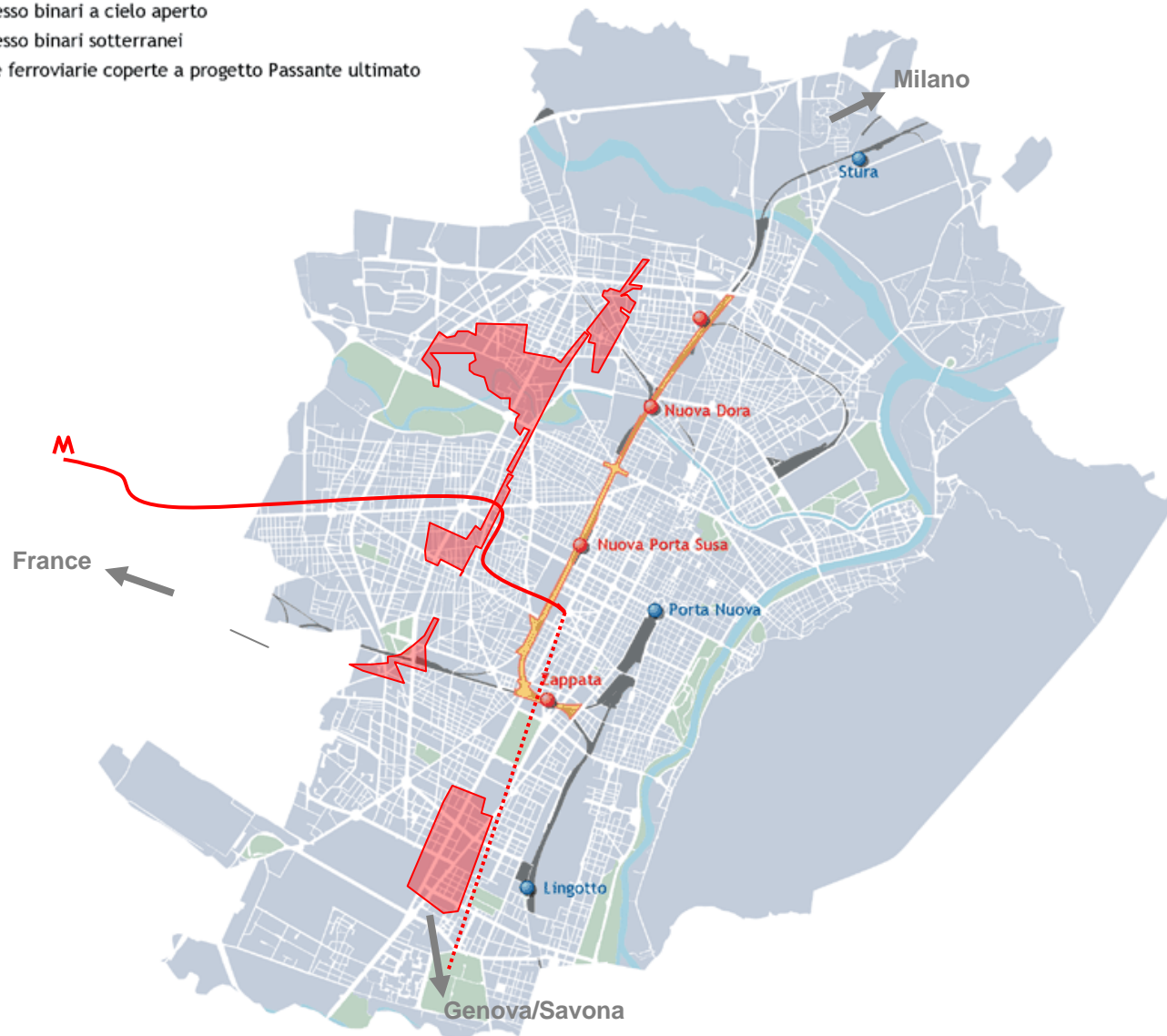
- **The first action (1994) was a City Panel to coordinate the proposals to be submitted to the EU for using the funds devoted to Areas of Industrial Decline**
- **Second initiative (1997) was the Forum for the Development**
- **Finally the Strategic Plan was launched and concluded in 1999**

The New Urban Masterplan (1995)

1. **Strengthening** the Torino railway node:
the old railway track is **increased in capacity
and completely underground** (“Passante”)
2. **The Central Backbone** (“Spina Centrale”)
becomes a North-to-South 15 Km **urban
boulevard** over the railway track.
3. **Reuse** of the adjacent abandoned industrial
areas (about 4 mln sqm.)

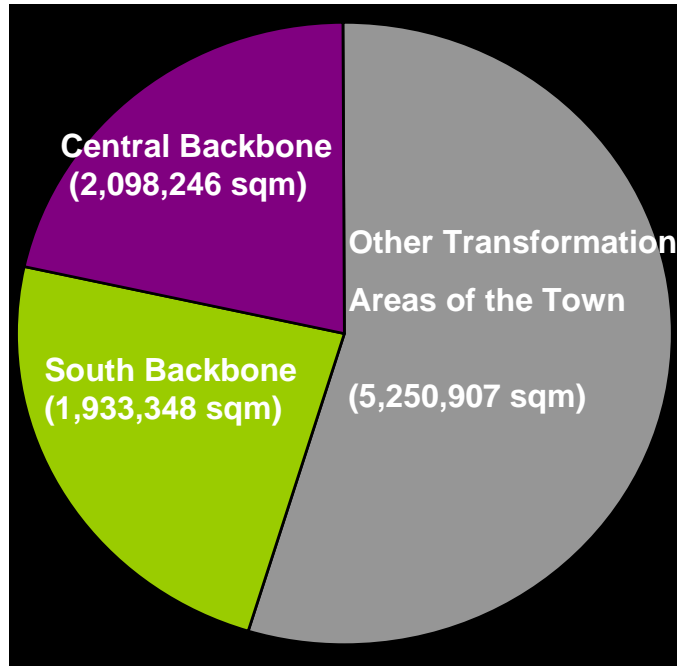
Torino Central “Backbone” (*La Spina*)

-  Accesso binari a cielo aperto
-  Accesso binari sotterranei
-  Aree ferroviarie coperte a progetto Passante ultimato

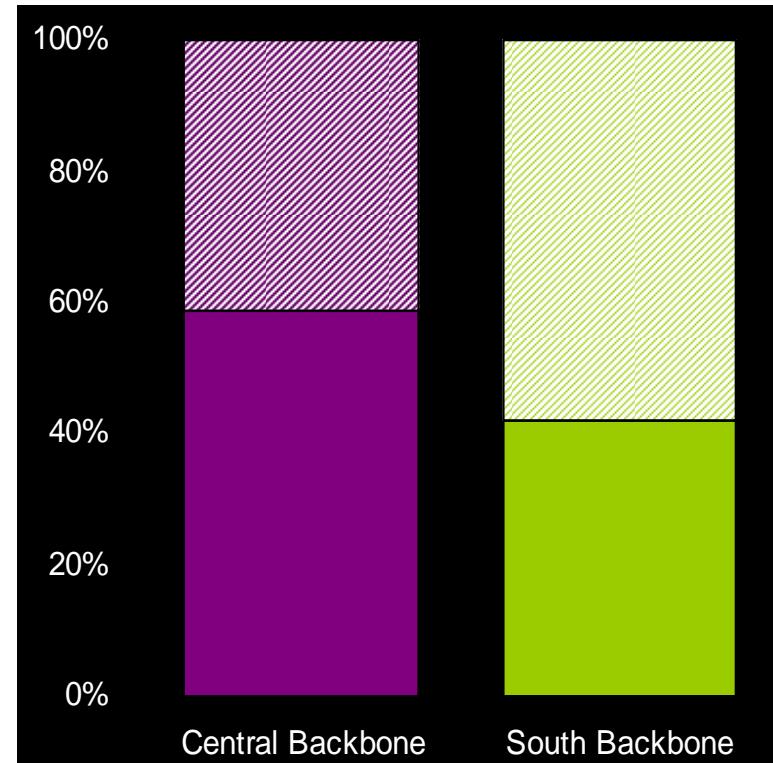


The Backbone Project is in an advanced stage of realization

Total Redevelopment areas
(8,901,100 sqm)



50 mln Public Incentives
700 mln Private Investments



% completed up to now

ONCE UPON A TIME ('80s)...



... AND NOW



Rio de Janeiro, March 24, 2010

FIAT Headquarters offices and the Factory in the '30s



LINGOTTO TEST TRACK ON THE ROOF IN THE 30's



FIAT Headquarters and the Reconverted Factory

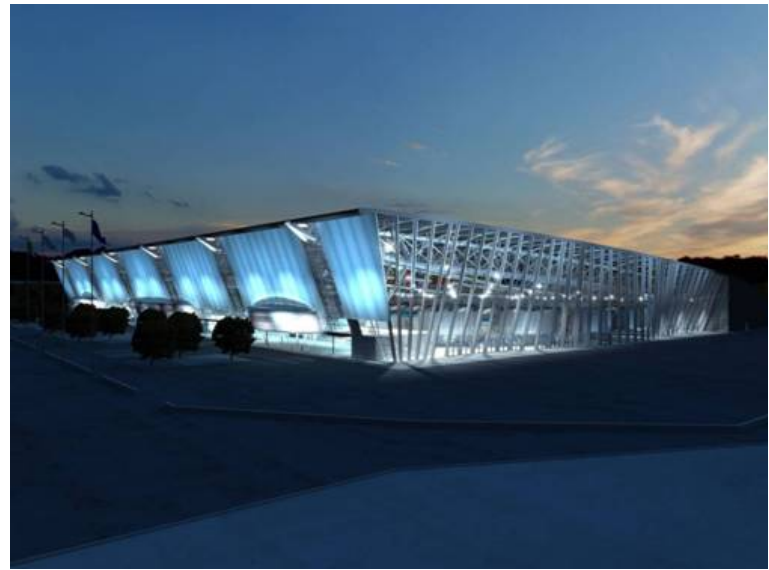




A Cultural and Commercial Center



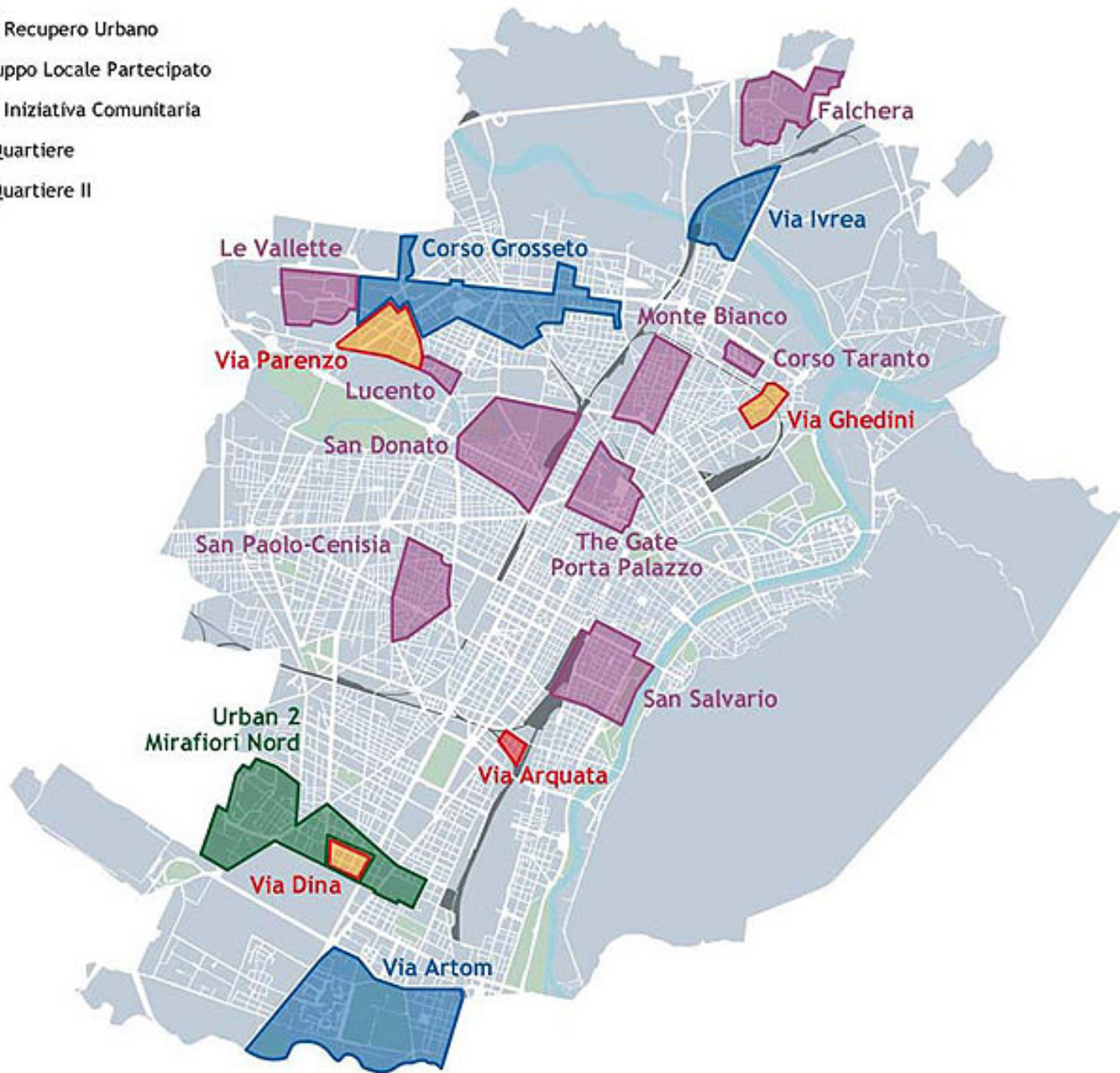
Olympic Arch and Lingotto Facilities



The Neighborhood Regeneration Plan

- Several projects in different neighborhoods, both in **gray areas** of the city and near **historical downtown**
- In all projects, an **integrated approach to social exclusion** was crucial
- **Direct involvement of people** starting from the project phase

- Programma di Recupero Urbano
- Azione di Sviluppo Locale Partecipato
- Programma di Iniziativa Comunitaria
- Contratto di Quartiere
- Contratto di Quartiere II



Winter Olympic Games

Why we decided to bid for the Winter Olympics in 1997 ?

To enhance and legitimate the transformation process of the city **it was necessary to promote its international image and create a strong intangible legacy.**

The idea in the background was
“TORINO AS CITY OF THE ALPES”



XX Winter Olympic Games TORINO 2006



An extraordinary opportunity

- to concentrate huge **financial resources** over a very **short period** (six years) for sustaining investments in infrastructures
- to **accelerate** the implementation of the Urban Masterplan
- to finalize on the same deadline many important investments not directly motivated by the Games (**catalyst**)
- to create involvement of the citizens for an **immediately recognizable improvement**

SPORT LEGACY

Torino Olympic Park (TOP)
was created in 2006 and
is participated by the
Municipality, the Province
the Region and CONI (the
National Olympic
Committee)



COMING SPORT EVENTS

- **March 2010** **Figure Skating
World Championship**
- **Feb 2011** **Sledge World Championship**
- **2013** **World Master Games**



Torino2013
World Masters Games

TOURISM LEGACY

BEFORE 2003 ...

No tourist guide of Torino existed on the international market. On the Italian guides Torino is described as:

- a “*gray, sad and provincial city*” (Merlain)
- a “*closed city where young people always go to the same places while the bourgeoisie closes itself in its own circles*” (Routard)
- a “*boring city whose nightlife is far from the trendy and glamorous nightlife of Milan and Bologna*” (Frommer’s).

TODAY...

22 New Tourist Guides in 10 different languages:

- *“Turin has begun its Renaissance and has emerged as one of the wonders of Italy”* (Lonely Planet);
- *“You will discover a gourmet city that enjoys living and entertaining itself, aristocratic and with an indescribable artistic heritage”* (Hachette);
- **2008 Torino is awarded three stars in the French Edition of the Green Guide Michelin**

NEW LOGOS

Torino
Passion lives here

TORINO
always on the move

Torino + Piemonte
Passion and more

INTANGIBLE LEGACY

The Olympic Games (2006)
were the second definite
turning point (after that of
1993) from the depression of
the early 90's to a new pride
in affiliation



IMPORTANT INTANGIBLE LEGACY:

The Positioning of Torino on the World Map !!

... and THE FUTURE ?

- **New confidence in the industrial mission of Torino after the Fiat-Chrysler deal**
- **Integration in the “City-Region North-West” with Genova and with Regions on the other side of the Alpes**



GOOD LUCK RIO 2016 !!!

THANK YOU FOR YOUR ATTENTION !



Suggested reading:

A.Winkler "Torino City Report"- *Centre for Analysis of Social Exclusion (CASE)*
Research Centre of the London School of Economics (www.lse.ac.uk)