THE CHANGE OF TORINO
AT THE END OF THE INDUSTRIAL
CENTURY

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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.

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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)

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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.

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

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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.

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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

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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.)
The Backbone Project is in an advanced stage of realization

Total Redevelopment areas
(8,901,100 sqm)

Central Backbone
(2,098,246 sqm)

Other Transformation Areas of the Town
(5,250,907 sqm)

South Backbone
(1,933,348 sqm)

50 mln Public Incentives
700 mln Private Investements

% completed up to now

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ONCE UPON A TIME (‘80s)…
... AND NOW

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FIAT Headquarters offices and the Factory in the ’30s
LINGOTTO TEST TRACK ON THE ROOF IN THE 30’s

Rio de Janeiro, March 24, 2010
FIAT Headquarters and the Reconverted Factory

Rio de Janeiro, March 24, 2010
A Cultural and Commercial Center

Rio de Janeiro, March 24, 2010
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

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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”
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 Comittee)
COMING SPORT EVENTS

• March 2010   Figure Skating World Championship

• Feb 2011      Sledge World Championship

• 2013         World Master 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
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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

Rio de Janeiro, March 24, 2010
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)

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