
TORINO METRO(POLI)MONTANA



4.

GUIDELINES FOR THE 2024-2026 TRIENNIUM

The process of defining the Metropolitan City of Turin's third strategic Plan officially began with the approval of the Guidelines by the Metropolitan Council, which outlined the objectives and guiding principles for the 2024-2026 triennium.

In particular, the guidelines **confirmed the framework of the Metropolitan Strategic Plan (MSP) 2021-2023 "Turin Augmented Metropolis"** as the starting point for the definition of the new Plan. The reasons for this choice are manifold. Firstly, the MSP 2021-2023 resulted from an intense participatory process involving over 600 local stakeholders. Although it formally covered the 2021-2023 period (in line with Law 56/2014), the vision, strategies, and many of its actions pursue **medium - to long - term objectives**. The participatory planning process aimed to define a development vision and future horizon for which the metropolitan area in the medium to long term. Moreover, the Plan was articulated consistently with the **Italian Recovery and Resilience Plan (NRRP)**, the primary funding source for local development projects until 2026. Finally, the MSP 2021-2023 structure and content, approved in February 2021, were reaffirmed a year after its approval by the **2021-2026 mandate programmatic guidelines** issued by the new metropolitan administration, which adopted the Plan's objectives, axes, and strategies as a reference framework for its actions and projects throughout the administrative mandate.

The guidelines also defined some **fundamental principles** for the MSP 2024-2026:

A plan for the territory

In accordance with the law 56/2014, the MSP 2024-2026 is directed at the entire metropolitan area. It provides a frame of reference for municipal programming and guidelines for exercising municipal functions, orienting local policies of metropolitan relevance towards a coordinated and coherent set of objectives. The Plan does not only concern the scope of action of the Metropolitan City, but also includes actions and projects by other entities, for which the Metropolitan City can play a role of incentive, guidance, coordination, and support ("soft power").

...and a plan for the authority

As required by the law 56/2014, the MSP also serves as a "guiding document for the Metropolitan City Authority" and the municipalities within the metropolitan area. The objectives and strategies it defines will be integrated into the Metropolitan City's internal planning documents, particularly the DUP (Single Planning Document) and the PIAO (Integrated Plan of Activities and Organisation).

A circular process and an "open" document

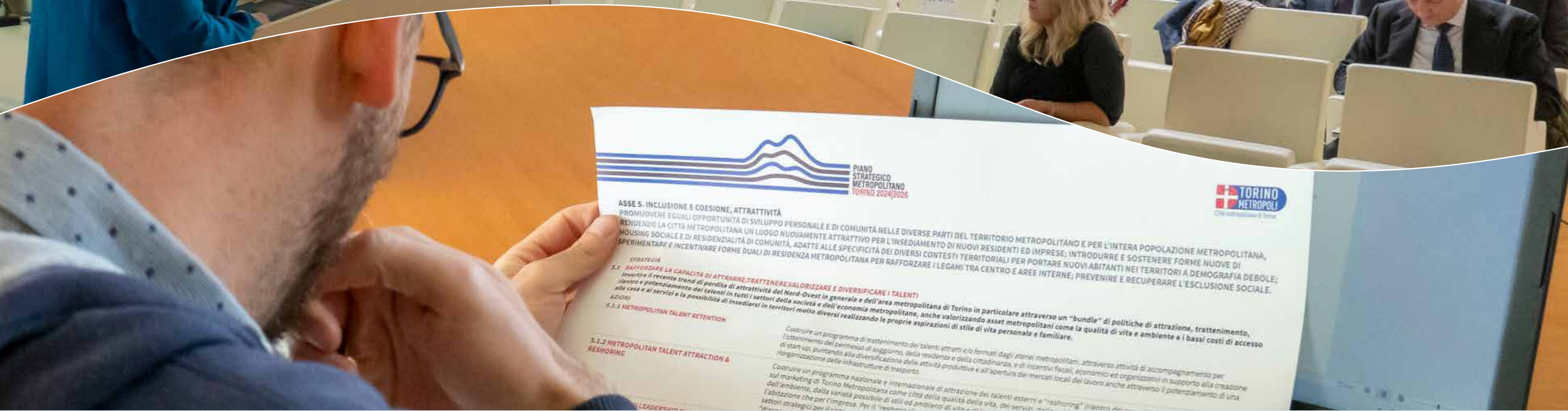
The Strategic Plan aims to be a permanent tool supporting the progressive construction of a shared territorial development vision, rather than a "closed" and immutable document. This approach emphasises the Plan's process-oriented nature and the consequent necessity of continuous realignments of the strategic planning

in response to changing conditions, to new territorial needs and to the results of monitoring and evaluation process. As with the previous metropolitan strategic Plans, the MSP 2024-2026 will undergo constant monitoring and evaluation to report achieved results and adjust objectives and strategies over time. The Plan is conceived as a flexible and dynamic document that can, and indeed must, be periodically reviewed and updated.

A participatory process and a shared document

Article 7 of the Metropolitan Statute requires that the strategic Plan drafting process is consistent with the "principles of co-planning and sharing" and that the procedures for creating, adopting, and reviewing the Plan are coherent with the "principles of transparency and participation". In line with this, the MSP 2024-2026 was defined through the consultation and engagement of municipalities, institutions, economic and social actors, civil society, intermediate bodies, cultural and research sectors, and all other interested parties.

The guidelines further outlined that the new strategic planning process should take into consideration the evaluation of the previous MSP's outcomes, the evolving social and economic context, and the changes that have occurred over the last three years, as well as the main objectives, directions for change, and areas of intervention identified in Turin's Metropolitan Sustainable Development Agenda (MSDA).



5.

THE PARTICIPATORY PLANNING PROCESS

THE PRELIMINARY ANALYSIS PHASE

The strategic planning process began with a preliminary analysis phase (June-September 2023) aimed at framing the territorial and programmatic context through:

- **an analysis of the results and evaluation of the MSP 2021-2023 implementation**, updating the monitoring and reporting framework approved by the Metropolitan Council in December 2022 (see Chapter 3);
- **a socio-economic analysis** of the metropolitan area, focusing on recent developments, trends, and changes over the past three years in order to identify critical issues and potential development scenarios to stimulate discussion within the participatory process;
- **an analysis of the Missions and directions for change identified in Turin's Metropolitan Sustainable Development Agenda (MSDA)** in order to propose revisions to the MSP 2021-2023 strategies and actions from a sustainable development perspective.

Socio-economic analysis

Between June and September 2023, IRES Piemonte conducted a scientific study to identify the main socio-economic and territorial dynamics in the metropolitan area, in order to frame proposals and demands from the participatory process within a shared vision of ongoing trends. The study reassessed the socio-economic characteristics of the metropolitan territory, exploring opportunities and constraints for the definition of development strategies. Using the MSP 2021-2023 monitoring indicators, the analysis examined several dimensions (population, labour market, economy, well-being, education, health, security and safety, housing, social climate, housing stock, technical and service infrastructures, productive specialisations), comparing the Metropolitan City of Turin with the other provinces in Piedmont and the metropolitan cities in Northwest Italy (Genoa and Milan). The study also provided sub-metropolitan area data for many of the dimensions considered, highlighting specific local dynamics and allowing for comparison between Homogeneous Zones.

The analysis and all other materials produced during the planning process are published on the Metropolitan City's website.

The reorientation of the MSP 2021-2023 towards sustainable development objectives

Between June and September 2023, IRES Piemonte also conducted a desk analysis to revise the Axes, Strategies, and Actions of the MSP 2021-2023 in terms of sustainable development. Specifically, this involved a general reinterpretation of the Plan's vision and objectives based on the MSDA's strategic references and the alignment of the MSP Strategies and Actions with MSDA Missions and Areas of intervention. The analysis suggested updates consistent with MSDA's sustainability goals across all levels of the MSP (Axes, Strategies, and Actions). The results of this analysis, along with other materials from the preliminary and territorial listening phase, provided input for the subsequent co-planning phase, which aimed to define strategic development priorities according to the territory, considering the socio-economic processes, cultures, and skills present in the metropolitan area, as well as the relevant time horizons. The methodology used in the desk analysis is detailed in the document "The revision of the MSP 2021-2023 from a sustainable development perspective", available on the Metropolitan City's website.

THE TERRITORIAL LISTENING PHASE

Simultaneously with the preliminary analysis, the territorial listening phase (July-November 2023) was launched, coordinated by the Metropolitan City with methodological and organizational support from Avventura Urbana Srl.

This process involved a series of **in-depth interviews** with representatives of the 11 Homogeneous Zones of the Metropolitan City and local stakeholders selected for their ability to represent a wide range of interests (Table 1). In total, 34 semi-structured online – both individual and collective - interviews were conducted, involving 77 people. They had the dual purpose of mapping key alignments and misalignments between planned and implemented actions and identifying critical issues and needs for new planning.

The interviews also helped identify local actors interested in joining the **Steering Committee**, established to coordinate the strategic planning process.

The outcomes of the interviews were integrated to and discussed further during the first Steering Committee meeting on September 18th, and were included in the final report of the territorial listening phase (available on the Metropolitan City's website).

List of interviewees

N.	DATE	ENTITY/ORGANIZATION	INTERVIEWEE
1	27/07/2023	▪ Politecnico of Turin	▪ Rector Guido Saracco
2	01/08/2023	▪ Turin Chamber of Commerce	▪ President Dario Gallina
3	01/08/2023	▪ UNCEM	▪ President Roberto Colombero
4	03/08/2023	▪ Homogeneous Zone 11	▪ Spokesperson Ivana Gaveglio ▪ Deputy Spokesperson Lodovico Gillio
5	04/09/2023	▪ Fondazione Compagnia di San Paolo	▪ President Francesco Profumo
6	04/09/2023	▪ Homogeneous Zone 7	▪ Spokesperson Loredana Devietti ▪ Deputy Spokesperson Gianluca Togliatti
7	05/09/2023	▪ Homogeneous Zone 4	▪ Spokesperson Renato Pittalis ▪ Deputy Spokesperson Claudio Gambino ▪ Deputy Spokesperson Francesco Augusto Grassi ▪ Deputy Spokesperson Giovanni Panichelli ▪ Deputy Mayor of San Benigno Canavese Michele Cavapozzi ▪ Councillor of San Mauro Torinese Matteo Fogli
8	05/09/2023	▪ Confindustria Piemonte ▪ ANCE Torino / ANCE Piemonte Valle D'Aosta ▪ API Torino	▪ President Marco Gay ▪ Treasurer Marco Rosso (Coordinator with responsibility for Construction and Territory for ANCE Piemonte Valle D'Aosta) ▪ Head of Construction and Urban Planning Area Irene Rocca ▪ Head of Research Office Fabio Schena ▪ Technical Area Manager Gabriele Muzio
9	5/09/2023	▪ Homogeneous Zone 10	▪ Spokesperson Claudio Castello ▪ Deputy Spokesperson Paolo Cugini ▪ Deputy Spokesperson Andrea Gavazza
10	6/09/2023	▪ CISL Torino-Canavese ▪ UIL Piemonte ▪ UGL Piemonte	▪ General Secretary Davide Provenzano ▪ General Secretary Maria Teresa Cianciotta ▪ General Secretary Silvia Marchetti

11	6/09/2023	▪ Turin City Council	▪ Councillor Gianna Pentenero
12	11/09/2023	▪ Legacoop ▪ Confcooperative	▪ President Dimitri Buzio ▪ President Gianni Gallo
13	11/09/2023	▪ Homogeneous Zone 5	▪ Spokesperson Roberto Rostagno ▪ Deputy Spokesperson Leopoldo De Riso
14	11/09/2023	▪ Distretto Aerospaziale Piemonte ▪ Environment Park ▪ Fondazione Piemonte Innova	▪ President Fulvia Quagliotti ▪ Director Davide Damosso ▪ Director Laura Morgagni
15	11/09/2023	▪ Homogeneous Zone 3	▪ Spokesperson Cinzia Maria Bosso ▪ Deputy Spokesperson Stefano Napoletano
16	12/09/2023	▪ Unione Industriali	▪ Director General Angelo Cappetti ▪ Head Economic Studies Luca Pignatelli ▪ Head of Communications and Press Office Ruben Abbattista
17	12/09/2023	▪ BioIndustry Park	▪ President Fiorella Altruda
18	12/09/2023	▪ Homogeneous Zone 9	▪ Spokesperson Matteo Chiantore ▪ Deputy Spokesperson Luigi Sergio Ricca
19	13/09/2023	▪ CIAC Formazione	▪ Director Cristina Ghiringhello
20	14/09/2023	▪ Coldiretti Torino ▪ Confagricoltura Torino ▪ Cia Agricoltori delle Alpi	▪ Director Andrea Gaetano Repossini ▪ Deputy Director Gabriele Busso ▪ Director Luigi Andreis
21	14/09/2023	▪ Homogeneous Zone 8	▪ Spokesperson Giovanna Cresto ▪ Deputy Spokesperson Roberta Bianchetta
22	14/09/2023	▪ Confartigianato Torino	▪ President Dino De Santis ▪ Head of Marketing and Association Development Davide Testera
23	14/09/2023	▪ Homogeneous Zone 2 ▪ Zona Ovest di Torino Srl	▪ Spokesperson Carlo Vietti ▪ Deputy Spokesperson Eugenio Aghemo ▪ Mayor of Alpignano Steven Giuseppe Palmieri ▪ Councillor of Venaria Reale Giuseppe Di Bella ▪ Mayor of Collegno Francesco Casciano ▪ Mayor of Grugliasco Emanuele Gaito ▪ Director Zona Ovest Srl Rocco Ballacchino ▪ Project Manager Zona Ovest Srl Simone Conte
24	14/09/2023	▪ Confesercenti Torino e Provincia	▪ Director Carlo Chiama ▪ Referent for the Tobacco Industry and the Administration of State Monopolies Carmen Verduci
25	15/09/2023	▪ Ascom Torino	▪ Director Carlo Alberto Carpignano
26	15/09/2023	▪ CGIL Torino	▪ Secretary Igor Piotto
27	15/09/2023	▪ CNA Torino	▪ Secretary Filippo Provenzano
28	19/09/2023	▪ Forum Nazionale Del Terzo Settore Piemonte	▪ President ACLI Torino Raffaella Dispenza
29	20/09/2023	▪ AGCI Piemonte	▪ President Giuseppe D'Anna

30	25/09/2023	▪ Turismo Torino e Provincia	▪ Manager Marcella Gaspardone ▪ Tourism Monitoring Office Cristina Cerutti
31	28/09/2023	▪ LAG Escartons e Valli Valdesi ▪ LAG Valli del Canavese ▪ LAG Valli di Lanzo, Ceronda e Casternone	▪ Director Susanna Gardiol ▪ Director Giorgio Magrini ▪ Technical Director Mario Poma
32	29/09/2023	▪ USR Piemonte (the Regional Education Office in Piedmont)	▪ Seconded teacher Barbara Azzarà
33	29/09/2023	▪ INU Piemonte e Valle d'Aosta ▪ Ordine degli Architetti - Fondazione per l'Architettura	▪ Council Member Alberto Barbieri ▪ Council Member Antonio Cinotto
34	3/10/2023	▪ Arpa Piemonte ▪ Legambiente Circolo Metropolitano ▪ Ordine Agronomi ▪ Ordine Geologi	▪ General Director Secondo Barbero ▪ Manager Alberto Maffiotti ▪ President Carla Pairolo ▪ Council Member Margherita Quaglia ▪ Council Member Francesco Penna

The participatory planning process for developing the new MSP was officially launched on 27 September 2023 with the **public event “Towards the New Metropolitan Strategic Plan”**. The event aimed to present the Guidelines approved by the Metropolitan Council, outline the structure, key milestones, and methodology of the participatory process, and create an immediate opportunity for exchange and discussion with local stakeholders. Held in a hybrid format, the event allowed for both in-person and online participation, attracting 240 attendees.

The results of the preliminary analyses and of the first territorial consultation phase were shared and discussed within the **“Strategic Planning” Interdepartmental Project Unit** of the Metropolitan City. These findings were summarised in a document titled “Discussion Guide”, which served as the cognitive basis for the subsequent **participatory event “Metropolitan Forum”**, held on 10 November 2023.

The aim of the event was to start a collective reflection on the current situation and the needs that the new strategic planning would need to address. Since the Guidelines for the MSP 2024-2026 reaffirmed the macrostructure of the MSP 2021-2023, the event was organised into six thematic discussion groups corresponding to the MSP’s strategic Axes. These discussions took place simultaneously and in person, with support from expert facilitators. Although active participation required in-person attendance, the plenary sessions introducing the event and summarising the discussion outcomes were accessible online. In total, 125 people participated in person, while 68 joined online, resulting in 193 participants.

The event’s outcomes were further integrated and enriched by several **voluntary contributions** submitted via an online form published on the Metropolitan City’s website. A detailed report summarising the results was sent to all participants in the weeks following the event and made available on the institutional website.

THE CO-PLANNING PHASE

The third phase of the participatory planning process focused on updating the Plan’s strategies and actions and identifying those considered priorities, with greater emphasis on their territorial adaptation.

This phase began with a Position Paper that systematized the results from the previous phases of scientific analysis and territorial consultation. It compared these findings with the contents of other guidance, planning, and programming tools of the Metropolitan city of Turin, particularly the PTGM (Metropolitan General Territorial Plan) and the PUMS (Sustainable Urban Mobility Plan).

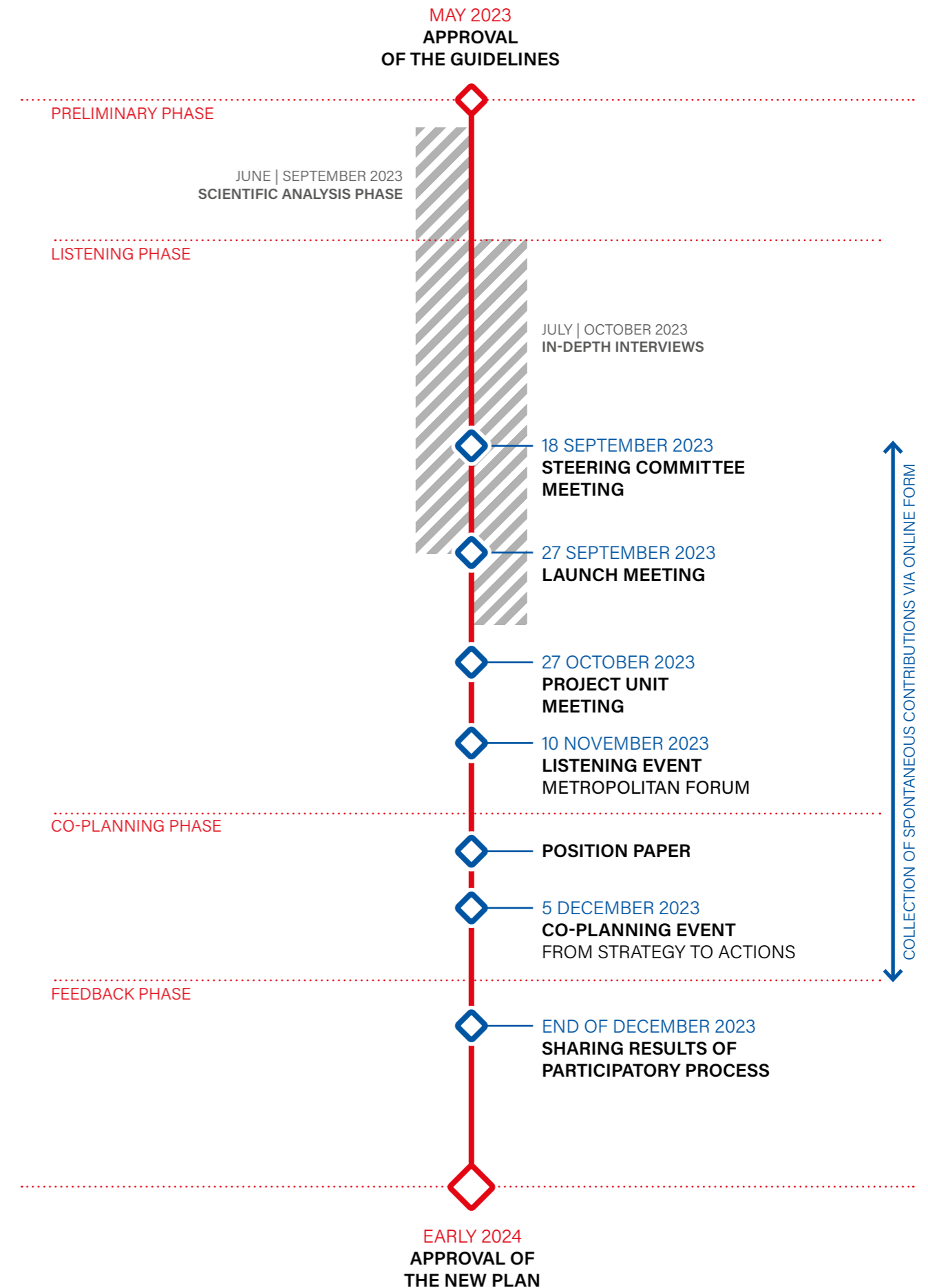
The document concluded with a proposal for revising the MSP strategies and actions, in light of the participatory

process outcomes which served as the starting point for the subsequent public co-planning event, **“From strategies to actions”**, held on 5 December 2023. The event aimed to further define the Plan’s strategies and actions and identify those considered priorities by each Homogeneous Zone of the metropolitan area.

The co-planning event was structured into 11 discussion groups, each representing a Homogeneous Zone. The sessions were held simultaneously in various locations (Turin, Pinerolo, Condove, Ciriè, Strambino, and Riva presso Chieri). This selection was also based on the territorial aggregations established within the regional Urban Area Strategies (SUA) framework. Expert facilitators guided the discussions, focusing on actions considered most important for the territory, ongoing projects and programs, stakeholders networks, and enabling conditions required to implement the strategies. In total, 120 people attended the event in person, while 84 joined the introductory and conclusive plenary sessions online, resulting in 204 participants. A detailed report of the discussions, supplemented by additional spontaneous contributions, was shared with all participants in the weeks following the event and published on the Metropolitan City’s website.

THE FEEDBACK PHASE

The final phase involved providing feedback on the participatory process outcomes and drafting the Plan document. Based on the results of the consultation and co-planning phases, a **document was prepared to update the Axes, Strategies, and Actions of the MSP**. This document was reviewed and further refined by the “Strategic Planning” Interdepartmental Project Unit and the Steering Committee. The final MSP 2024-2026 was then submitted for approval by the Metropolitan Council.





6.

THE MSP 2024-2026 VISION

The vision outlined by the MSP 2021-2023 is that of an **“augmented” metropolis**. The concept of “augmentation” refers to building a new alliance between the metropolitan capital and its surrounding territory, focused on integration and complementarity rather than opposition and difference. It advocates for a redefined understanding of the concept of “rebalancing”, where the goal is not uniformity but the enhancement of the unique qualities and specificities of each metropolitan area. “Augmentation” symbolises the transition towards a post-Fordist, post-pandemic metropolis, one that harmoniously integrates natural and built environments to promote equity, well-being and sustainability, ensuring equal rights and opportunities for all citizens across the territory.

The MSP 2024-2026, entitled “Torino Metro(poli)montana”, builds on this vision, incorporating elements from the Metropolitan Agenda for Sustainable Development and focusing on a new polycentric and “metro-mountain” development model. In this model, urban and mountain areas contribute to the competitiveness and attractiveness of the entire territorial ecosystem.

The MSP envisions a sustainable, inclusive, and cohesive territory where internal economic, social, cultural, and geographical inequalities are eliminated, and traditional administrative boundaries lose their relevance. The Plan interprets these boundaries as “fluid”, adaptable based on the policies to be implemented, allowing for flexible networks and alliances among institutional and non-institutional actors across extra-and supra-local, national, and international levels.

The MSP thus confronts a global challenge - the adoption of a sustainable development model from economic, social, and environmental perspectives, and the creation of a new balance between urban, rural, and mountain areas - interpreting it through a critical reflection on the local reality of the Metropolitan City of Turin, which is both unique and exceptional in the Italian context.

In fact, Turin is the largest Italian Metropolitan City (covering 6,827 km²) and includes the highest number of municipalities (312), of which 80% have fewer than 5,000 inhabitants. Turin is also a predominantly mountainous Metropolitan City, with 52% of its territory consisting of mountains, compared to 27% plains and 21% hills. Additionally, it is the only Metropolitan City in Italy that shares a 178 km border with a foreign country.

This territorial uniqueness creates new opportunities that the MSP seeks to identify, systematise, and promote.

The metro-mountain dimension

A strong structural and functional interdependency has always existed between cities and rural/mountain areas. While mountains areas depend on cities for goods and services, wealth generated by non-residents, and demand for tourism and agri-food products, cities rely on rural and mountain areas for ecosystem services, water supply and regulation, and cultural/recreational services. These often unbalanced exchanges and relationships require governance, regulation, and rebalancing.

The MSP 2024-2026 addresses this issue by proposing **a sustainable development model built on a new vision of interdependence and mutual collaboration between cities and mountains**. The Plan’s strategies and actions aim to strengthen the metro-mountain (or more accurately, metro-rural-mountain) relationship by reducing inequalities and fostering equal access to resources and services across the metropolitan territory.

The MSP recognizes and enhances the **potential of rural and mountain areas to generate wealth, well-being, and innovation**. Digital technologies, the rediscovery of natural and environmental resources, the circular economy, and social innovation open new development paths for the territorial system. These developments call for a redefined urban-rural-mountain relationship and a new balance in resource exchanges between metropolitan areas, fostering complementary and mutually beneficial relationships.

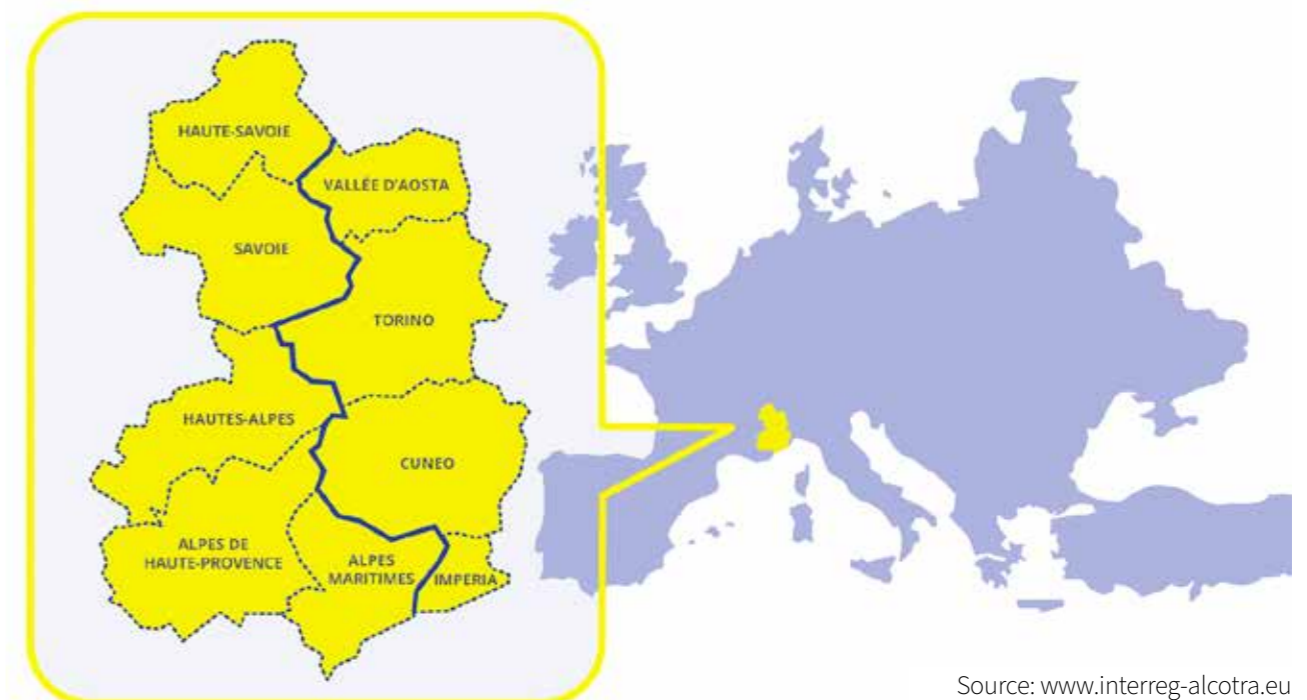
Several specific actions, marked by a special symbol, are targeted particularly at mountain and rural areas to support the metro-mountain vision. These actions address systems of innovation, mobility, accessibility, welfare, and education: promoting the use of renewable energy, supporting Green Communities, enhancing key economic sectors (such as wood and food), recognising the social role of agricultural enterprises in creating “shared value,” offering services for individuals interested in starting new housing or work projects in mountain areas, and fostering a new model of sustainable tourism.

The cross-border dimension

A core objective of the metro-mountain vision is to **strengthen cross-border cooperation**, as the Metropolitan City of Turin is also a border territory. The MSP supports the definition of common and shared development strategies with the neighbouring French regions. In this sense, the strategic Plan shares and contributes to the goals of the **European Macro-Regional Strategy (Eusalp)**, which aims to improve quality of life of populations and promote sustainable development of cross-border territories and economic and social systems through cooperation in areas such as the economy, environment, and citizens services.

As part of the Eusalp Strategy, the **cross-border Integrated Territorial Plans (PITER+)**, funded by the European Cooperation Program between France and Italy, **ALCOTRA 2021-2027**, offer an important opportunity to strengthen cross-border cooperation. These plans enable shared policies that reinforce the metro-mountain system and make the Alpine region an attractive place to live and work for all generations.

ALCOTRA - ELIGIBLE TERRITORIES



Source: www.interreg-alcotra.eu

The border area of the Metropolitan City of Turin is involved in two different PITERs: one concerning the area of Valli di Lanzo and Canavese, Aosta Valley, and Savoie, which builds on the experience of the previous PITER Graies Lab; and a second one in the Upper Susa Valley and Pinerolo area, along with Savoie and Hautes-Alpes, which continues the work of the PITER CoeurAlp. In these border areas, in partnership with French actors, the Programme enables access to more than 14 million euros in European funds to implement cross-border projects aimed at promoting integrated and inclusive social, economic, and environmental development, aligned with the MSP's strategic objectives.

The themes of resilience and the transition towards a more balanced and sustainable socio-economic model, capable of improving the quality of life for citizens in border areas and increasing the attractiveness of Alpine territories for new residents and businesses, are central to the integrated territorial strategies being developed under the two PITERs. The Metropolitan City of Turin works alongside these areas to define strategies and implement cross-border cooperation projects that pursue the same priorities identified by the MSP 2024-2026.

The European dimension

Cities and metropolitan areas are polycentric systems characterized by a high level of functional and economic interdependence. These territorial interdependencies, which extend beyond metropolitan boundaries, and the increasingly complex challenges that require solutions on a broader territorial scale, highlight the need for metropolitan areas to project themselves globally and build international relationships with regions facing similar challenges.

The MSP 2024-2026 recognizes the importance of expanding the European and international dimension of the Metropolitan City of Turin and promoting the "metropolitan vision" to European institutions. This effort is aimed at gaining recognition for metropolitan cities as key actors in the multi-level European governance system.

The Metropolitan City of Turin participates in and collaborates with major European networks, such as the EMA-European Metropolitan Authorities forum and METREX-The Network of European Metropolitan Regions and Areas. These networks provide valuable platforms for promoting common projects and exchanging best practices on a transnational scale. They also play a key advocacy role with the EU, calling for greater recognition of cities and metropolitan areas in the planning, implementation, and evaluation of European policies and funds. The ESPON-METRO project, led by the Metropolitan City, demonstrated how metropolitan policies can significantly contribute to achieving cohesion policy objectives, and how the full potential of the cohesion policy for metropolitan development is yet untapped, partly due to the insufficient involvement and recognition of metropolitan areas within the institutional framework of European cohesion policy.

Strengthening metropolitan governance as an enabling condition

A necessary precondition for implementing the Plan, which emerged clearly during the participatory planning process and territorial consultation, is the **strengthening of metropolitan governance**.

In terms of **multi-level governance**, the need to solidify the role of the Metropolitan City as an intermediary entity between municipalities and the Region was particularly emphasized, along with its role in coordinating wide-area policies.

The role of metropolitan cities as drivers of territorial development and intermediaries between the regional and local levels is clearly outlined in the law 56/2014, which grants these entities the prerogative to adopt and annually update "a three-year strategic plan for the metropolitan territory, serving as a guiding document for the entity itself and for the exercise of the functions of the municipalities and unions of municipalities within the territory, including functions delegated or assigned by regions" (comma 44). Piedmont regional legislation (Regional Law n. 23/2015) further strengthens this provision, recognising a specific role for the Metropolitan City (Article 4) and assigning it the responsibility for "governing the metropolitan territory and coordinating the municipalities of which it is composed and their associative forms, promoting socio-economic development programmes". Additionally, the legislation establishes that "the Region and the Metropolitan City of Turin shall agree, through pacts or other tools of negotiated planning, on the main actions and projects of interest to the Metropolitan City, supporting sustainable socio-economic development of the relevant territory, particularly in its rural and mountainous aspects. These

agreements form the framework for regional programmatic initiatives and interventions aimed at strengthening the competitiveness and social cohesion of the metropolitan territory."

Despite positive experiences in some specific areas, this model has not been fully realised in practice, as most regional policies continue to exhibit a top-down approach, which local actors identifies as a critical issue. There is a call for the Metropolitan City to be genuinely recognised as the unified representative of local interests.

The participatory planning process has also highlighted the need to improve metropolitan governance **by strengthening inter-municipal coordination and cooperation, while strengthening the role of the Homogeneous Zones** as a connecting tool between the Metropolitan City and the municipalities (and their associative forms).

Overall, the territory has strongly expressed the need to equip the Metropolitan City - regarded as a crucial intermediary between municipal and regional levels - with the tools and resources necessary to fully carry out its role as a driver of economic development, innovation, sustainability, and social cohesion, as recognised by law.



7

AXES STRATEGIES AND ACTIONS

As with the previous Strategic Plan, the “Torino Metro(poli)montana” Strategic Plan (MSP) is structured following the objectives of the NextGenerationEU instrument and the National Recovery and Resilience Plan (NRRP). The aim is not only to contribute, through metropolitan-level strategic planning, to the implementation of policies and the achievement of both EU and national objectives, but also to identify shared actions for local development that can be effectively implemented, also thanks to European funding.

The Plan envisages six development Axes, which correspond to the first **six missions of the NRRP**:

- 1. A more productive and innovative Turin Metropolitan**
- 2. A greener and more ecological Turin Metropolitan**
- 3. A more mobile, accessible, and connected Turin Metropolitan**
- 4. A Turin Metropolitan that learns more**
- 5. A more attractive, fair, and equal Turin Metropolitan**
- 6. A healthier Turin Metropolitan**

This basic structure supports a complex but hierarchical articulation across three levels: each Axis includes a sequence of strategies, and each strategy unfolds into a series of actions to be implemented. Overall, the MSP proposes **25 strategies and 113 specific actions**.

The original NRRP, approved by the Council of the European Union on 13 July 2021, was recently amended by the Council's decision of 8 December 2023 to introduce a seventh mission dedicated to **REPowerEU**, the European Energy Plan aimed at reducing dependence on fossil fuels and accelerating the green transition. This includes energy savings, energy efficiency improvements, investments in renewable energy, and diversification of energy supply. It is a “cross-cutting” mission within the NRRP's six original missions, partly foreseeing new investments and partly enhancing existing measures aligned with REPowerEU. For this reason, the MSP 2024-2026 does not include a new Axis dedicated to REPowerEU, but incorporates specific actions within various Axes, identified with a specific symbol, which to contribute to the European Energy Plan's objectives.

The MSP reflects and systematises the themes and proposals that emerged during the consultation process with local stakeholders, proposing a vision structured into 25 strategies that outline a clear development direction. The deep interconnections between strategies and actions reveal the intersectoral nature of the Plan, which requires a transversal reading across the Axes. The objectives underlying the various actions, explicitly stated in their descriptions, are common to several strategies and can only be achieved through integrated policies that act simultaneously across multiple areas and sectors.

The Axes, Strategies, and Actions of the MSP 2024-2026 are illustrated below.

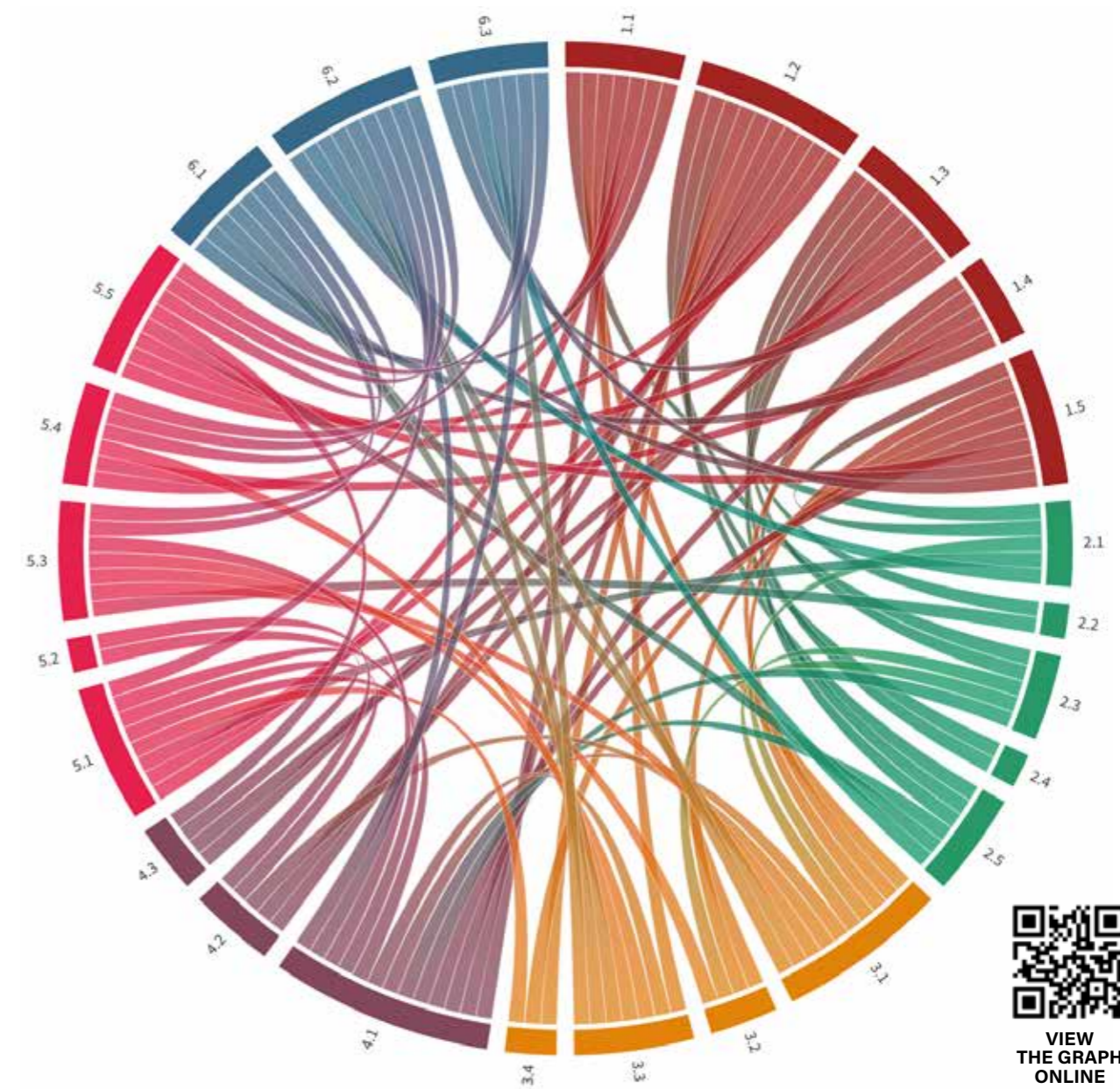
For each strategy, the sustainable development goals (SDGs) to which the strategy contributes and the homogeneous areas for which the strategy has been prioritised are indicated. This “territorialisation” stems from the outcomes of the co-planning event “From strategies to actions” held on 5 December 2023.

The axes, strategies, and actions refer to a single territory, that of the Metropolitan City, considered as a whole as a space of equality, but valued in its many areas as a place of positive differences. The six axes apply to each homogeneous area, while retaining their relevance at both local and global levels, and collectively contribute to the strategic objective of the MSP, which is to ensure sustainable development throughout the Metropolitan City.

For each strategy, the main actors that can contribute to its implementation, the projects already underway and the synergies that can be activated are also indicated. On the one hand, the complexity of the pursued objectives is highlighted, which can only be achieved with the involvement of the main local stakeholders and through the activation of forms of cooperation and partnership between public bodies at different levels, research and training institutions, innovation centres and hubs, trade associations, and the third sector. On the other hand, the MSP identifies the initiatives already launched and the existing resources, which can be enhanced, revitalised, or integrated within a broader shared territorial development project.

In this perspective, the MSP has been built not to be just another “wishful thinking book”, but as an operational tool closely linked to reality and capable of intercepting and directing real resources according to the priorities expressed by the territory.

INTERCONNECTIONS BETWEEN MSP'S STRATEGIES AND ACTIONS



AXIS 1

A MORE PRODUCTIVE AND
INNOVATIVE TURIN METROPOLIS



METROPOLITAN DATA

68,7% COVERAGE OF FIXED NETWORK WITH ULTRA-FAST INTERNET ACCESS

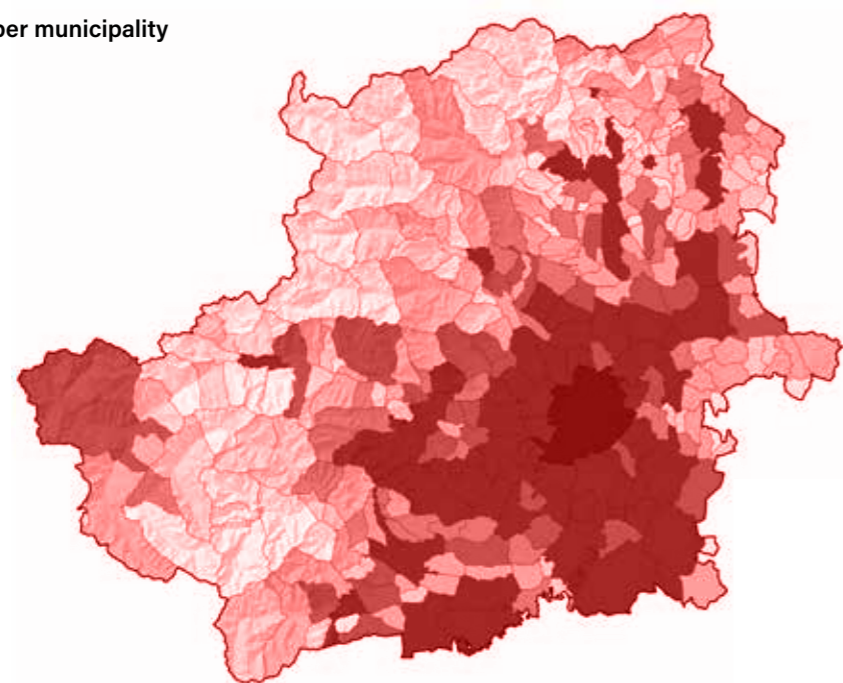
Source: Istat, 2022

177.562 ACTIVE BUSINESSES

Source: Istat, 2021

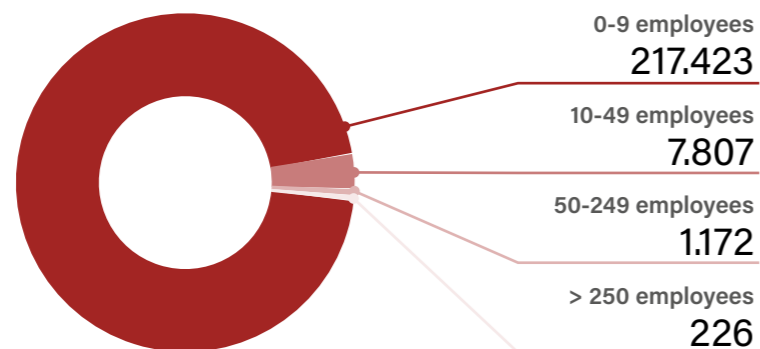
N. of businesses per municipality

- <50
- 51 - 100
- 101 - 200
- 201 - 300
- 301 - 500
- 501 - 6000
- >6000



Source: Infocamere, 2023

BUSINESS SIZE



Source: Inps, 2023

538 INNOVATIVE START-UPS

Source: Infocamere, 2022

22.055 billion € EXPORTS

Source: Istat, 2022

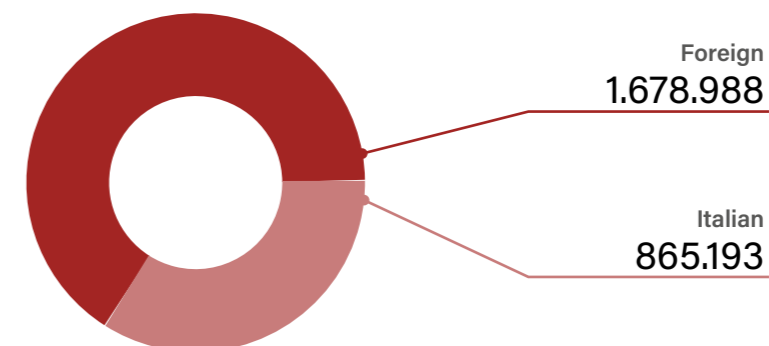
1.888 ACCOMMODATION FACILITIES

Source: Regione Piemonte, 2023

2.544.181 TOURIST ARRIVALS

Source: Regione Piemonte, 2022

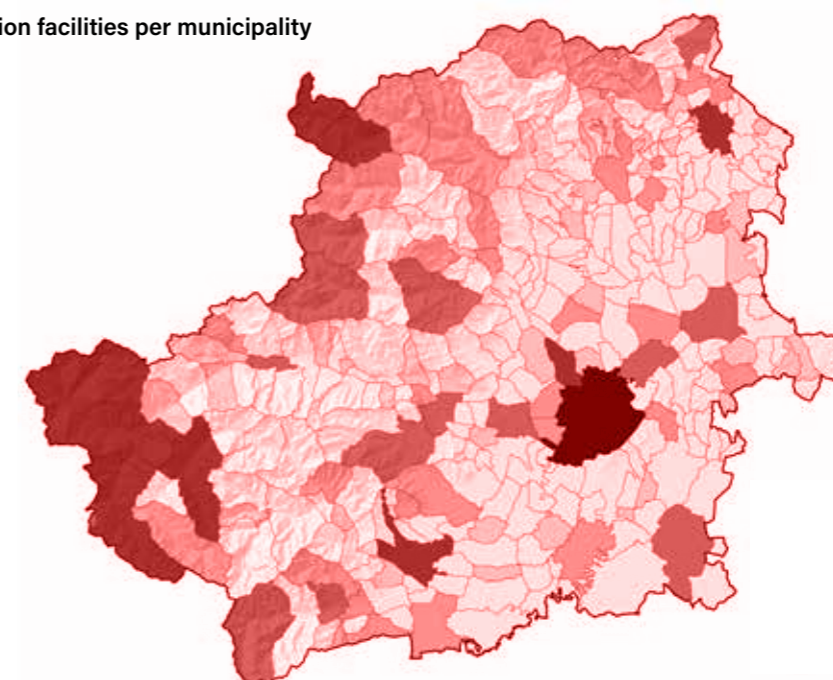
ITALIAN/FOREIGN ARRIVALS



Source: Regione Piemonte, 2022

N° of accomodation facilities per municipality

- 0
- 1 - 5
- 6 - 10
- 11 - 20
- 21 - 60
- >60



Source: Regione Piemonte, 2023

5.673 km OF HIKING TRAILS

Source: Regione Piemonte, 2022

AXIS 1

A MORE PRODUCTIVE AND INNOVATIVE TURIN METROPOLIS

Strengthen the capacity to generate value and drive the metropolitan production system's transition towards circularity across various sectors (agriculture, tourism, manufacturing, services, commerce, logistics, public administration) through innovation, technology transfer, digitalisation, artificial intelligence experimentation, business network collaboration, and supply chain development. Enhance the sustainability, attractiveness, and cohesion of the metropolitan system by reducing the environmental impact of its productions and promoting cultural and tourism development.

STRATEGIES

1.1

Ensure widespread digitalisation of the territory and its activities

1.2

Stimulate innovation and competitiveness in micro, small, and medium enterprises

1.3

Recognise and develop new potential production chains by supporting the ecological transition of existing ones

1.4

Simplify and make public administration accessible through digitalisation

1.5

Enhance the potential for cultural and sustainable tourism promotion in the area



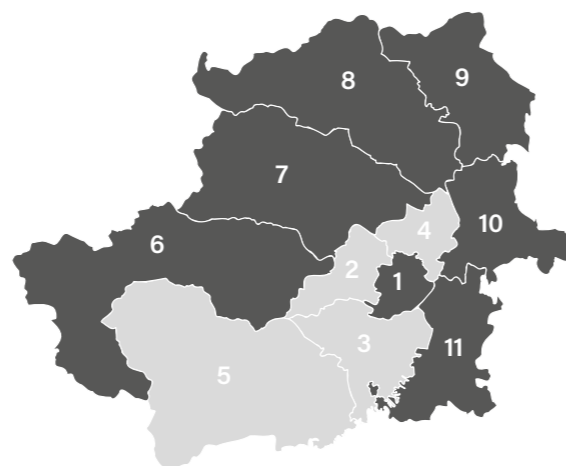
STRATEGY 1.1

ENSURE WIDESPREAD DIGITALISATION OF THE TERRITORY AND ITS ACTIVITIES

Build material and intangible infrastructures necessary to support digital transition, bridging territorial gaps.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, universities, research centres, Piemonte Innova, innovation poles, science and technology parks, UNCEM, ANCI Piemonte, TOP-IX Consortium, business Incubators and accelerators, trade associations, CSI.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Regional Infrastructure for geochart information
- Collaboration agreement between Metropolitan City and Piedmont Regional Administration for the sharing of geo-topochart data and tools for their use
- Digital Divide Reduction (Metropolitan City)

Action 1.1.1

Ensure the quality and reliability of **digital connections throughout the metropolitan territory**, particularly in **mountainous and rural areas**, by developing secure and sustainable digital infrastructures.



Action 1.1.2

Facilitate the collection and **sharing of data** and the **development of digital representations** of the territory to ensure coordinated action on cross-cutting themes (cybersecurity, digitalisation of mobility, tourism, energy management, etc.), also thanks to digital platforms and “digital twin” models.

Action 1.1.3

Promote research and experimentation on **next-generation telecommunications for areas with low population density**, to reduce the existing digital divide and mitigate the risk of its reinforcement.



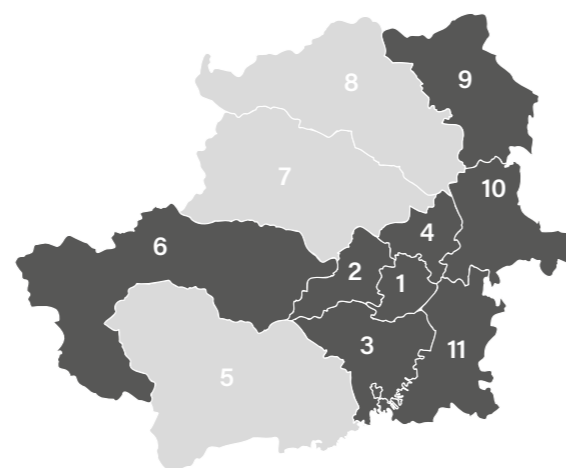
STRATEGY 1.2

STIMULATE INNOVATION AND COMPETITIVENESS IN MICRO, SMALL, AND MEDIUM ENTERPRISES

Promote “Industry 4.0” initiatives that complement national and regional efforts, particularly targeting micro, small, and medium enterprises (MSMEs) and businesses in mountainous areas. Support the transition towards an Industry 5.0 model that places people and the environment at the centre of the production process.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, trade associations, universities, innovation poles, science and technology parks, business incubators and accelerators, chamber of commerce, GAL.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- InnoSocialMetro project (Metropolitan City)
- Interreg Europe Accelerate GDT project (Metropolitan City)
- Interreg Europe SKALE2CT project (Metropolitan City)
- Innovation Pole System Piemonte project
- Digital Innovation Hub Piemonte and Valle d'Aosta
- CIM4.0 Competence Center
- Digital platforms (e.g. Digital Revolution) by Politecnico of Turin
- Aerospace City
- Punto impresa digitale and DigitaleSottocasa projects (Torino Chamber of Commerce)
- Innovation Block (Torino Chamber of Commerce)

Action 1.2.1

Accompany and support MSMEs and freelance professionals in their process and product innovation journeys (funding research, upskilling and reskilling of resources, targeted technology transfer), in line with the priority systems identified by the regional S3, and promoting the adoption of circular practices.



Action 1.2.2

Encourage **dialogue and collaboration between businesses and universities** to attract new investments in research and innovation, and foster new business activities.

Action 1.2.3

Support innovation and experimentation in the field of **Artificial Intelligence** as an advanced solution for data collection and production processing, including accurate analyses of the economic and environmental sustainability of local supply chains.

Action 1.2.4

Promote cooperation among **business networks** and the creation of **collaborative clusters of micro, small, and medium enterprises** that support digitalisation, technological diversification, innovation, and circularity in supply chains.

Action 1.2.5

Promote research and technology transfer to support the **innovation of agricultural and forestry enterprises**.



Action 1.2.6

Facilitate the creation of a **product distribution model** and a **widespread network of delivery points** to cover areas of the territory that are currently not effectively served.



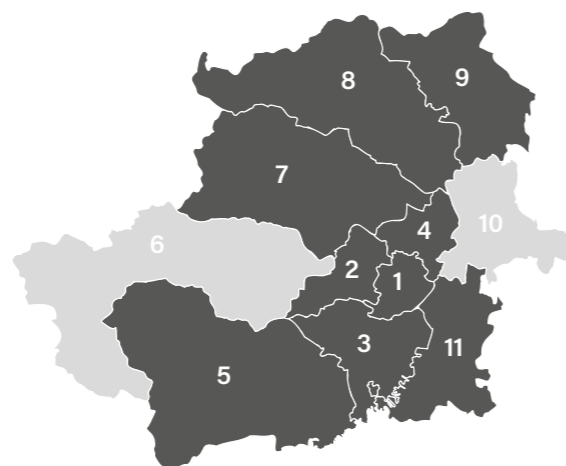
STRATEGY 1.3

RECOGNISE AND DEVELOP NEW POTENTIAL PRODUCTION CHAINS, SUPPORTING THE ECOLOGICAL TRANSITION OF EXISTING CHAINS

Develop production chains suited to locally available resources that are currently either absent or underdeveloped, promoting circular practices and transforming production processes in line with environmental, economic, and social sustainability.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, trade associations, universities, innovation poles, science and technology parks, business incubators and accelerators, chamber of commerce, GAL, SocialFare.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- A.P.E. project (Metropolitan City)
- Interreg Europe Accelerate GDT project (Metropolitan City)
- Circular Economy Platform (Politecnico of Turin and Environment Park)

Action 1.3.1

Support the creation of **new enterprises and production chains focused on circularity**, and promote industrial symbiosis processes among companies in different sectors. This includes supporting new entrepreneurial activities aimed at recovering critical raw materials, encouraging the reuse of by-products, facilitating the creation of a local market for secondary raw materials, and fostering circular relationships within clusters and districts.



Action 1.3.2

Promote incentives and reward systems for local businesses that adopt **sustainable production models**.



Action 1.3.3

Support the development of a metropolitan wood supply chain by promoting the multifunctional use of forests, encouraging associated management, and increasing sustainable forest management. Incentivise the use of local wood for new construction and restoration projects.



Action 1.3.4

Strengthen the **logistics system** by enhancing existing infrastructure (focusing on minimising land consumption) and promoting **low-environmental-impact logistics systems**. Establish a common regulatory framework for goods distribution processes through consultation with key stakeholders (transport companies, trade and craft networks, etc.).

STRATEGY 1.4

MAKE PUBLIC ADMINISTRATION SIMPLE AND ACCESSIBLE THROUGH DIGITALISATION

Support the digitalisation of local public administrations, increasing the availability of online public services and encouraging the openness and sharing of public data.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, ANCI, chamber of commerce, universities, research centres, Piemonte Innova, Agid, CSI Piemonte.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- MetroDigital project (Metropolitan City)
- Alcotra Observ'Alp project (Metropolitan City)

Action 1.4.1

Simplify, digitalise, and innovate administrative processes and procedures, promoting a uniform IT systems and standardising procedures used by citizens and businesses at the metropolitan level.

Action 1.4.2

Promote the creation of **digital service points** for citizens and the development of **online public services**, ensuring **access** to services even for people without digital tools or skills.

Action 1.4.3

Define a **unified metropolitan policy** for the digitalisation of archives and the management of **public data**, ensuring **accessibility, protection, and openness** for the development of new services by public and private operators (public big data).

Action 1.4.4

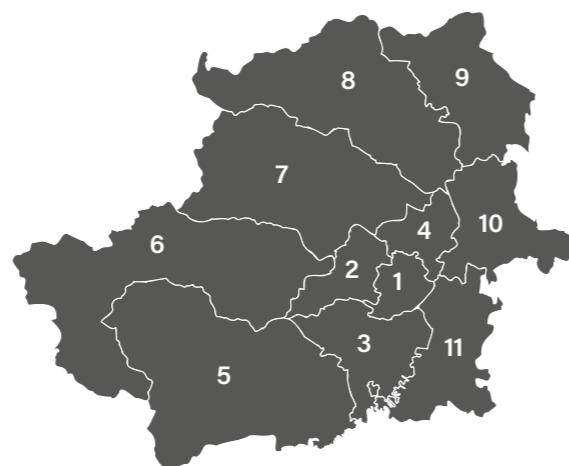
Create a unified **public procurement platform to consolidate** the demand for goods and services of metropolitan public administrations, to integrate services for small municipalities, strengthening the role of the Metropolitan City as an aggregator subject.

STRATEGY 1.5

ENHANCE THE POTENTIAL FOR SUSTAINABLE CULTURAL AND TOURISM PROMOTION AND ACCESSIBILITY

Define an integrated policy of cultural and tourist promotion, offer and enjoyment, that enhances territorial specificities, focuses on accessibility and protection of cultural and natural heritage and is based on the active participation of local communities.

HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, trade associations, chamber of commerce, Turismo Torino e Provincia, LAG, Tourist Consortia, ATL, local associations, park authorities, and dioceses.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Interreg Alpine Space project – Beyond Snow (Metropolitan City)
- Proposals for experiential tourism (CNA)
- “Valle di Susa Tourist Destination” project
- VENTO Cycle Route
- Corona Verde (Piedmont Region)
- Corona di Delizie Bicycle project
- “C.A.M.MINANDO – Campagna Amica Maps” project (Coldiretti – Terranostra Coldiretti)
- “Pistaaa: La Blue Way Piemontese” project (Associazione “CioCheVale”)

Action 1.5.1

Invest in a **metropolitan territorial marketing plan and a “metropolitan tourism database”** to encourage integrated promotion and communication activities, aiming for harmonised territorial development (e.g. a unified tourism promotion website for the region with a single calendar of local initiatives and dedicated sections for different homogeneous zones).

Action 1.5.2

Develop and **promote sustainable, specifically metropolitan tourism experiences** (circuits and products) for territorial branding (e.g. Biosphere Reserve Collina Po – UNESCO MAB) and specific target groups (e.g. school tourism, mountain tourism for people with disabilities), **enhancing local historical, cultural, and architectural heritage** (e.g. Forte di Fenestrelle, Abbazia di Novalesa) **and lesser-known sites** (e.g. Museo Alessandri in Giaveno, Archaeological Museum of Vaie, “the places of Primo Levi” in Avigliana).



Action 1.5.3

Enhance and improve access to cultural heritage, particularly equipping smaller and currently closed sites for virtual and physical “unmanned” accessibility (digital key + monitoring systems). **Integrate on-site and online experiences** by offering informative, educational, and scientific content in preparation for and during visits. Use digital tools to collect real-time data on visitor flows, attendance, and usage patterns of the visited sites.

Action 1.5.4

Create **thematic tourist hotspots** (integrating information and accommodation services), enhancing sites with great potential but currently underutilised or unused (e.g. bikers’ hub at VENTO in Stupinigi, runners’ centre at Mandria).

Action 1.5.5

Implement the regional landscape connectivity network by **integrating the ecological, historical-cultural, and recreational networks**, promoting local **agricultural products**, and enhancing and protecting **historic rural landscapes and rural and mountain architectural and museum heritage** (ecomuseums, network of farmhouses).



Action 1.5.6

Enhance the **outdoor recreational potential** of protected areas and the metropolitan territory (hiking and cycling). Create a **unified cycling and hiking system for multiple uses** by integrating the cycling network and hiking trails, promoting and improving hiking routes (including signage) and promoting cycle tourism as a sustainable territorial development strategy, both in plains, rural and mountain areas.



Action 1.5.7

Rethink the **current model of winter mountain tourism with a sustainable perspective**, promoting “de-seasonalisation”. Promote a “community tourism” model focused on engaging and training local operators (producers, artisans, restaurateurs, hoteliers, associations, schools) and offering experiences linked to local gastronomic traditions, culture, and craftsmanship.



AXIS 2

A GREENER AND MORE
ECOLOGICAL TURIN METROPOLIS

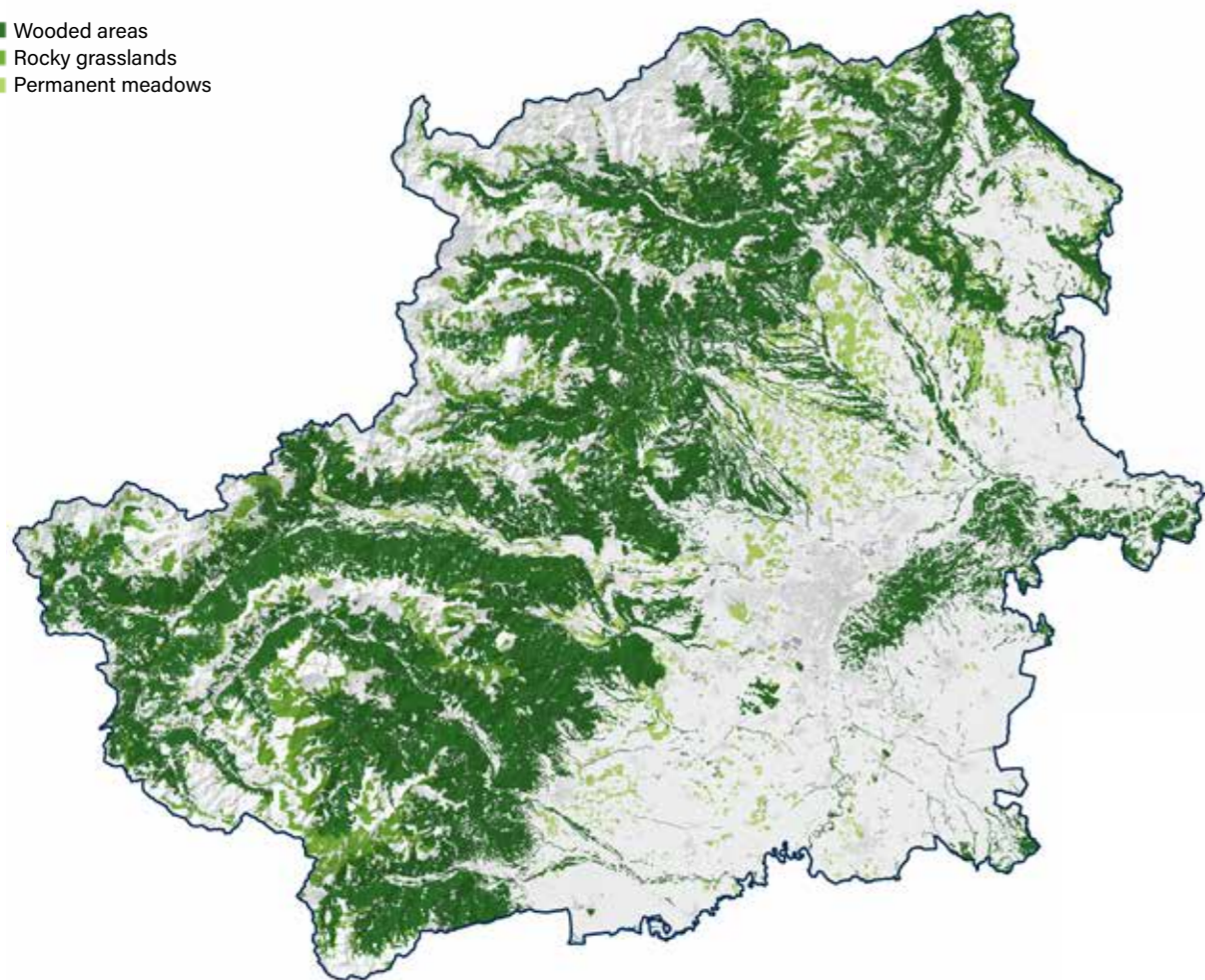


METROPOLITAN DATA

23,7 sqm OF URBAN GREEN SPACE PER INHABITANT

Source: Istat, 2021

- Wooded areas
- Rocky grasslands
- Permanent meadows



Source: Città metropolitana di Torino

725 sq km OF PROTECTED NATURAL AREAS

Source: Regione Piemonte

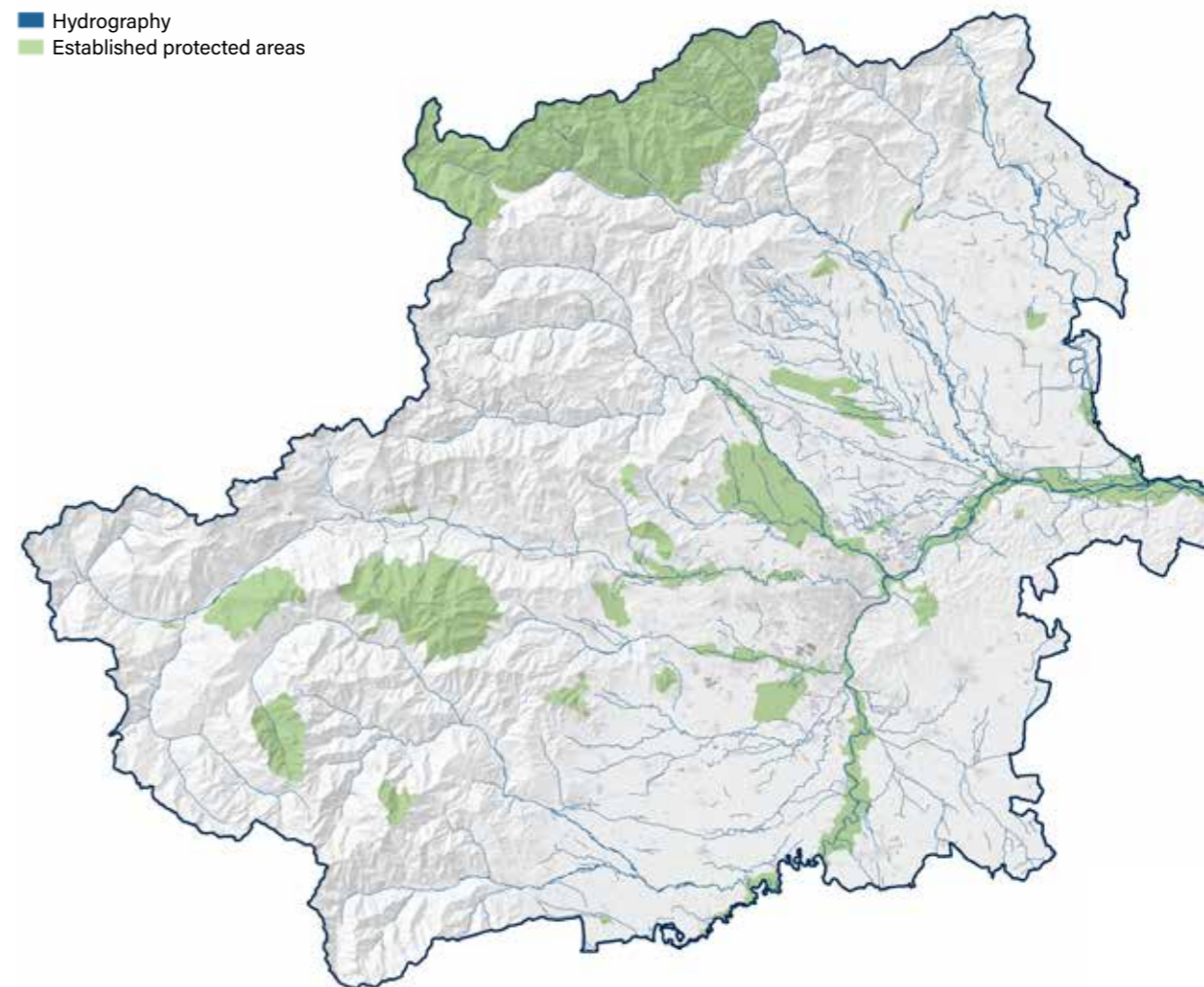
1045 sq km OF NATURA 2000 SITES

Source: Regione Piemonte

5 RIVER CONTRACTS

5 LAKE CONTRACTS

- Hydrography
- Established protected areas



Source: Regione Piemonte

35,2% OF ELECTRICITY GENERATED FROM RENEWABLE SOURCES

Source: Terna, 2021

61,3% OF WASTE COLLECTED FOR RECYCLING

Source: Ispra, 2021

AXIS 2

A GREENER AND MORE ECOLOGICAL TURIN METROPOLIS

Enhance the ecological, environmental, and landscape quality of the metropolitan area by reducing land consumption and its ecological footprint, lowering carbon emissions and pollution, improving resource and energy efficiency, and minimising biodiversity loss. Redefine territorial metabolic processes in a circular manner by promoting sustainable production and consumption models and reducing waste, thereby contributing locally to the global fight against climate change.

STRATEGIES

- 2.1**
Build and infrastructure the green metropolis
- 2.2**
Promote the intelligent reuse of disused areas and existing building stock
- 2.3**
Promote and expand the use of renewable energy
- 2.4**
Encourage integrated and efficient water resource management
- 2.5**
Support the circular economy



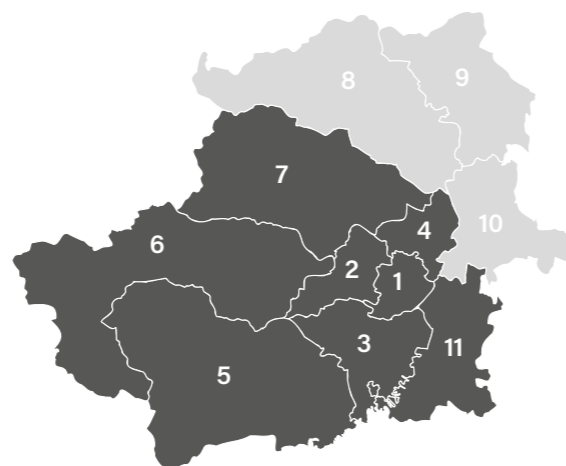
STRATEGY 2.1

BUILD AND INFRASTRUCTURE THE GREEN METROPOLIS

Implement the metropolitan green infrastructure network, protecting the environment and biodiversity, safeguarding the territory, and reducing the impact of rising temperatures, particularly in urban areas.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, forest managers, park authorities, GAL, trade associations, IPLA, ARPA Piemonte, local associations

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Proposals for new metropolitan parks and new Natura 2000 sites contained in the PTGM
- Forestry interventions – Climate Decree and NRRP M2C4I3.1 Calls (Metropolitan City)
- ISOLA project (Metropolitan City)
- CIRCA Catalogue (Metropolitan City)
- Hydrogeological risk mitigation interventions – NRRP M2C4I2.1b (Metropolitan City)
- Horizon Europe DISTENDER project (Metropolitan City)
- LIFE Minnow project (Metropolitan City)
- LIFE Predator project (Metropolitan City)
- Alcotra GE.CO project (Metropolitan City)
- Corona Verde (Piedmont Region)

Action 2.1.1

Increase the area of legally protected zones and connect the system of mountain, hill, and river protected areas into a **metropolitan green infrastructure network** that is functionally interconnected and continuously accessible, **enhancing biodiversity and ecological functionality** while promoting awareness of the collective benefits derived from preserving natural capital and ecosystem services, in line with national and regional fauna containment goals.



Action 2.1.2

Establish an **integrated and structural** (non-emergency) policy for environmental **prevention, protection, and defence**, strengthening **hydrogeological** risk mitigation interventions and maintaining and enhancing the “green and blue corridors”.

Action 2.1.3

Promote **collaborative approaches to land management and maintenance**, involving local farmers, forestry consortia, agro-silvo-pastoral groups, and land associations, to recover abandoned or uncultivated land. Strengthen **forest management, maintenance, and protection interventions**, both for fire prevention and for increasing the production of ecosystem services (especially CO2 storage, water retention, soil erosion reduction, and nutrient retention).



Action 2.1.4

Ensure metropolitan-level coordination of environmental restoration and compensation interventions through the establishment of the CIRCA Catalogue, aimed at identifying areas requiring conservation and ecological restoration.

Action 2.1.5

Promote a coordinated **afforestation and urban tree-planting programme**, raising awareness and guiding local communities to identify and make public areas available for afforestation interventions necessary to achieve the goals set by NRRP-M2C4I3.1.

Action 2.1.6

Encourage the signing of territorial agreements or the experimentation of other types of negotiated instruments for the **payment of ecosystem services** or the **production of carbon credits**.



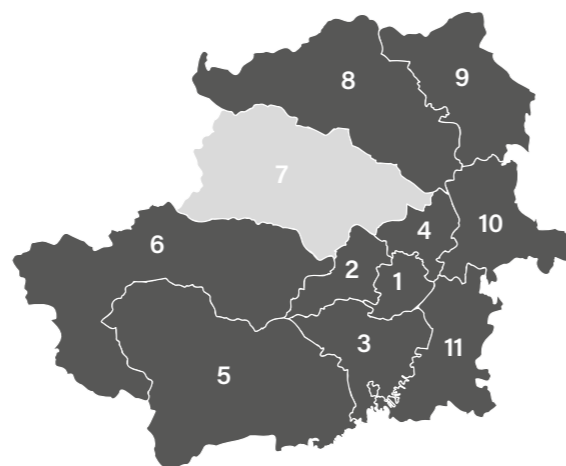
STRATEGY 2.2

PROMOTE THE INTELLIGENT REUSE OF DISUSED AREAS AND EXISTING BUILDING STOCK

Promote an adaptive model that integrates remediation/renaturalisation of disused areas and the reuse of non-restorable areas for new productive activities and new social functions and uses.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, universities, research centres, business incubators and accelerators, trade associations, chamber of commerce, innovation poles, science and technology parks, local associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Trentametro project (Metropolitan City)
- CIRCA Catalogue (Metropolitan City)
- Regional Register of Contaminated Sites (ASCO)

Action 2.2.1

Support public and private projects and investments in the **remediation and reuse of disused (or underutilised) areas**, promoting **measures and incentives that reward reuse/recovery choices** to reduce land consumption and protect rural areas (e.g., building fees, tax incentives). Promote information and support activities for public and private stakeholders to facilitate and accelerate remediation and redevelopment interventions in disused areas (e.g., creating a “remediation desk” at the Metropolitan City).

Action 2.2.2

Establish a continuous monitoring and updating mechanism for **mapping disused production areas in the metropolitan territory** (georeferenced web platform), containing information for each area on location, perimeter, size, state of conservation, infrastructure, and accessibility, potentially linked to the information in the Regional Register of Contaminated Sites (ASCO). Promote areas, in a coordinated manner at the metropolitan level, with the greatest attractiveness for potential external investors.

Action 2.2.3

Promote the **reuse of disused areas and properties for new (also temporary) social uses and functions**, and incentivise creative forms of social reuse through the active involvement of local communities (e.g., community hubs).

Action 2.2.4

Encourage the **reuse of disused industrial areas (brownfields) for the production of green energy** (photovoltaic fields, wind farms, etc.) and **the creation of renewable energy communities**.



Action 2.2.5

Promote **de-impermeabilisation and renaturalisation interventions in disused, abandoned, or degraded areas** where reuse and recovery interventions are not feasible, aimed at increasing the availability of urban green space to generate ecosystem services and mitigate climate change (subject to verification of the compatibility of interventions with the potential presence of pollutants in environmental matrices).

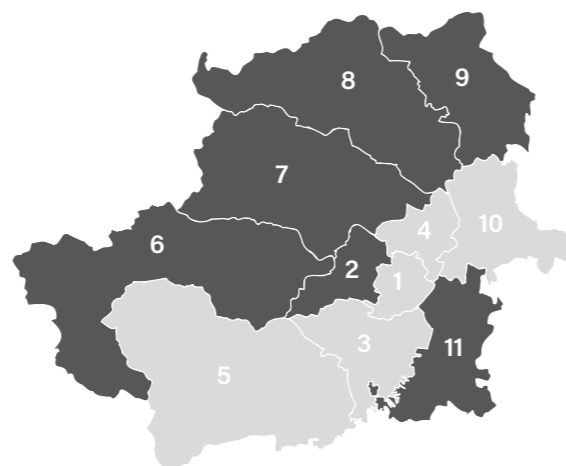
STRATEGY 2.3

PROMOTE AND EXPAND THE USE OF RENEWABLE ENERGY

Encourage the use of renewable energy by installing plants in public buildings (schools, administrative offices, stations) and by supporting local communities in their journey towards self-production from renewable energy sources.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, universities, research centres, innovation poles, science and technology parks, UNCEM, ANCI Piemonte, trade associations, schools, LHAs (Local Health Authorities).

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- School building safety and upgrading plan – NRRP M4C113.3 (Metropolitan City)
- CERTo project (Chamber of Commerce, trade associations, LINKS Foundation and Energy Center at the Politecnico of Turin)
- Alcotra RECROSSES project (Environment Park)

Action 2.3.1

Invest in improving the **energy efficiency of public buildings**, especially schools and hospitals.



Action 2.3.2

Encourage the **energy self-sufficiency of isolated settlements and public buildings in mountainous/rural areas** by promoting biomethane plants and enhancing wood biomass for feeding small district heating networks.



Action 2.3.3

Promote the creation of **renewable energy communities (REC)** in urban, rural, and mountain areas, providing territories with adequate technical, legal, and political support.



STRATEGY 2.4

ENCOURAGE INTEGRATED AND EFFICIENT WATER RESOURCE MANAGEMENT

Establish a metropolitan policy for the protection and enhancement of water resources, including public participation processes to actively involve and engage local stakeholders.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, GAL, trade associations, local associations, park authorities, AIPO, irrigation consortia, ARPA Piemonte.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- River and Lake Contracts (Metropolitan City)
- Food districts

Action 2.4.1

Encourage **coordinated interventions for the protection of water resources and river and lake ecosystems**, also supporting local actor participation processes and shared watershed management approaches.

Action 2.4.2

Promote a policy for **improving the efficiency of existing hydroelectric plants and hydroelectric production** from multi-purpose plants, without increasing the derived flow, and weir plants, without undermining the natural riverbed. Recover and renaturalise unused open areas (excavations, disused quarries, etc.) for **natural-form temporary water accumulation basins**, and promote “controlled flood contracts” with the agricultural sector.



Action 2.4.3

Encourage **water recovery in isolated mountain/rural settlements** (research and technology transfer), ensuring the protection and redevelopment of the minor canal and fountain network. Promote the development of **water-saving models in agriculture**.



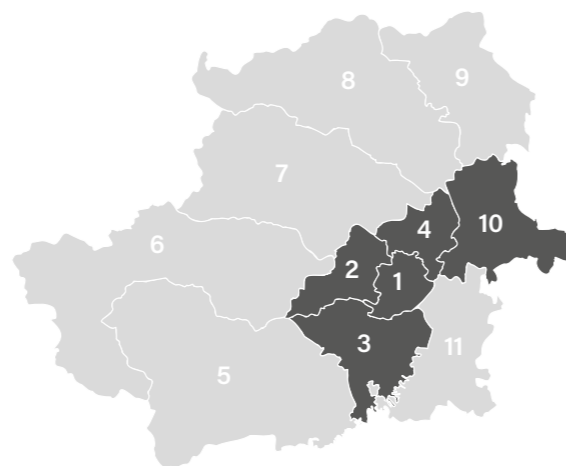
STRATEGY 2.5

SUPPORT THE CIRCULAR ECONOMY

Reduce the impact of waste on the environment by minimising waste production and supporting grassroots innovation in consumption practices and lifestyles.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, consortia, ARPA Piemonte, Piemonte Waste Authority, trade associations, innovation poles, and research centres.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Integrated waste cycle management steering committee in the Turin metropolitan area (DCM 99/21)
- A.P.E. – Green Public Procurement project (Metropolitan City)
- Green Community Call (Piedmont Region)

Action 2.5.1

Coordinate interventions across the metropolitan territory using the **integrated waste cycle management steering committee in the Turin metropolitan area** (DCM 99/21) as a platform for sharing policies expressed through consortia management plans and **strengthening the structure and action of the Metropolitan Waste Observatory** as a tool to support the definition and monitoring of metropolitan policies.

Action 2.5.2

Improve the **waste collection system for recycling** to meet the targets prescribed by Regional Law 1/2018, and implement **measures to reduce waste**, including the creation of a network of reuse centres and actions aimed at replacing single-use goods and packaging with reusable alternatives..

Action 2.5.3

Implement **communication, awareness-raising, control, and sanctioning actions synergistically, and promote the dissemination of punctual tariff systems** to meet the targets prescribed by Regional Law 1/2018.

Action 2.5.4

Support the creation of **Green Communities** and their networking.

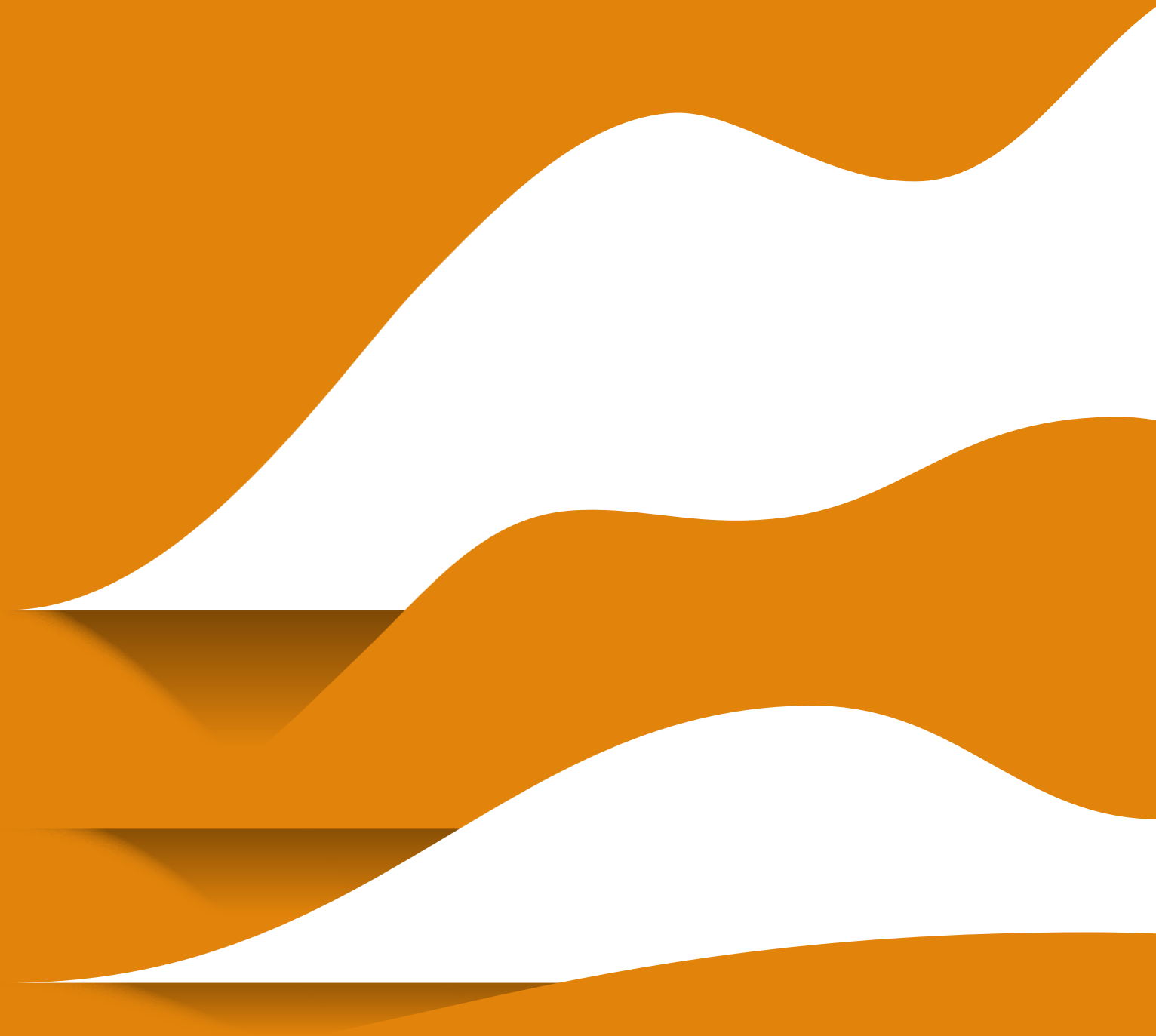


Action 2.5.5

Systematically apply the **mandatory Minimum Environmental Criteria (CAM)** and support **green public procurement** to increase the sustainability of public administration and encourage the development of a market for sustainable goods and services.

AXIS 3

A MORE MOBILE, ACCESSIBLE,
AND CONNECTED TURIN
METROPOLIS

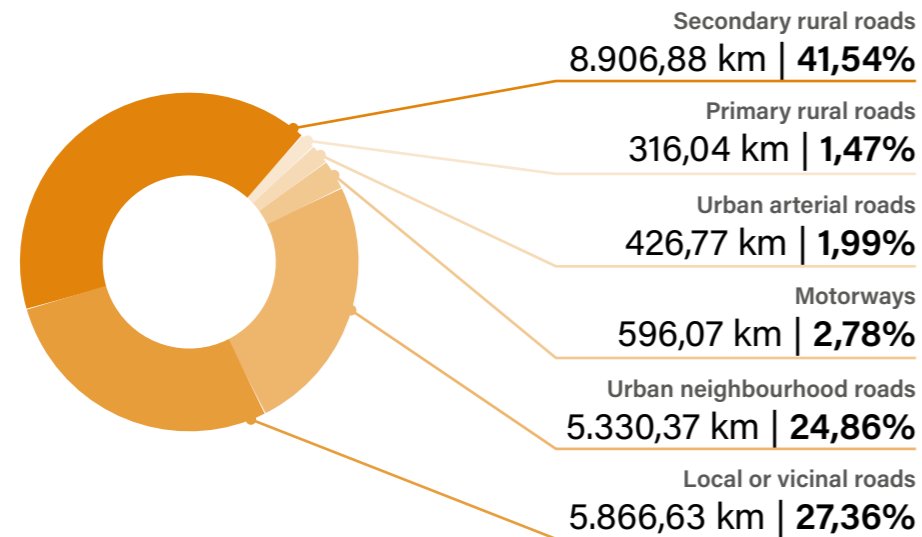


METROPOLITAN DATA

21.442,76 km OF ROAD

Source: Regione Piemonte - Città metropolitana di Torino, 2022

ROAD CLASSIFICATION

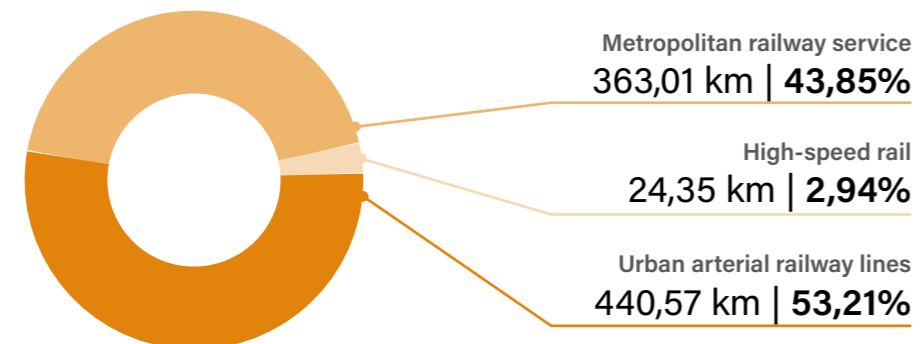


Source: Inps, 2023

465 km OF RAILWAY LINES

Source: Regione Piemonte - Città metropolitana di Torino, 2022

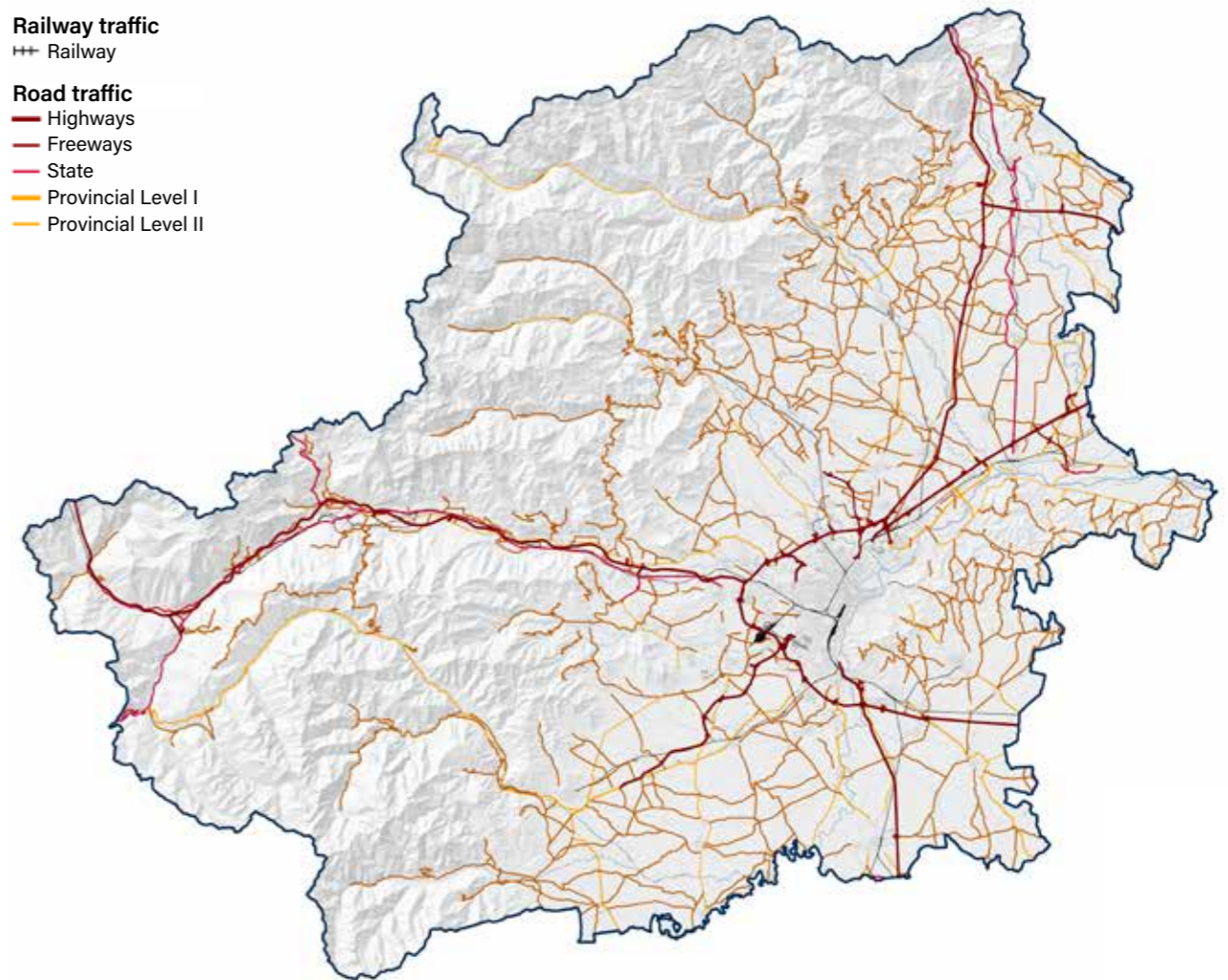
RAILWAY LINE CLASSIFICATION



Source: Regione Piemonte - Città metropolitana di Torino, 2022

Railway traffic
 ⇄ Railway

Road traffic
 — Highways
 — Freeways
 — State
 — Provincial Level I
 — Provincial Level II



654 MOTORISATION RATE PER 1,000 INHABITANTS

Source: Aci, 2022

241 ACCIDENT RATE PER 100,000 INHABITANTS

Source: Istat, 2022

4.325 SEAT-KM OFFERED BY PUBLIC TRANSPORT

Source: Istat, 2021

4.217.401 PASSENGERS TRANSPORTED BY AIR

Source: Istat, 2021

AXIS 3

A MORE MOBILE, ACCESSIBLE, AND CONNECTED TURIN METROPOLIS

Improve connectivity and accessibility across the metropolitan area by implementing the Urban Plan for Sustainable Mobility (PUMS). Expand the existing radial railway network by creating a local mobility grid at different scales, meeting the mobility needs of low-density areas and vulnerable populations, while reducing the reliance on private vehicles. Promote public transport, cycling, and walking, and improve public spaces in newly urbanised areas. Leverage new technologies to boost the efficiency, accessibility, and sustainability of the transport system.

STRATEGIES

3.1

Design metropolitan mobility as a multimodal service for users and territories (MaaS model)

3.2

Strengthen, improve, and integrate the railway infrastructure

3.3

Redesign the metropolis as a polycentric network of 15-minute cities and neighbourhoods

3.4

Connect the metropolis to nearby territorial hubs



STRATEGY 3.1

DESIGN METROPOLITAN MOBILITY AS A MULTIMODAL SERVICE FOR USERS AND TERRITORIES (MAAS MODEL)

Promote an integrated, multimodal approach to metropolitan mobility, centred on collective, shared, and sustainable mobility, paying special attention to the needs of people with disabilities, vulnerable populations and of the increasingly large segment of the elderly population.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, Piedmont Mobility Agency, universities, 5T, ANAS, public transport operators and companies, trade associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Safety and completion interventions for road infrastructure in internal areas – NRRP M5C3I1.1 (Metropolitan City)
- Strengthening of urban cycling mobility – NRRP M2C2I4.1 (Metropolitan City)
- Interreg Alpine Space H2MA project (Metropolitan City)
- Alcotra A.M.I.C.I. project (Metropolitan City)
- ToMove Living Lab (City of Turin)
- Emma Platform (Metropolitan City and Piedmont Region)
- MeBUS Service (AMT)
- National Centre for Sustainable Mobility - NRRP M4C2I1.4 (Universities)

Action 3.1.1

Implement an **integrated mobility system and a unified tariff system** at the metropolitan level. **Standardise the provision of shared mobility services** (bike sharing, scooters, car sharing) across different municipalities by managing tenders for selecting operators on a metropolitan scale or across broad homogeneous areas.

Action 3.1.2

Promote a **multimodal connectivity network for public transport**, integrating rail public transport (radial, serving the main corridors) and road public transport (network-based, increasing the service offering, especially towards low-demand areas, also through on-demand transport). Ensure accessibility to all educational and healthcare services and strengthen connections between minor centres and the main city and between minor centres within the same Homogeneous Zone. Improve connections from mountainous areas to nearby urban centres by extending public transport to hiking trailheads.



Action 3.1.3

Complete and secure the metropolitan road network, coherently with the PTGM forecasts. Support the completion of the “pedemontana” road axis and the metropolitan ring road to manage and redistribute mountain and valley traffic flows directed towards the centre of Turin, improving connections with neighbouring provinces and the rest of the country, thereby reducing road congestion and related atmospheric emissions (dust and noise).

Action 3.1.4

Strengthen and secure the metropolitan cycling network, integrating it structurally into the road network. Encourage the creation of cycle paths along riverbanks and canals to serve as territorial connection infrastructures.

Action 3.1.5

Equip modal interchange points (stops, stations, hubs) with facilities necessary for integrating public, shared, and individual mobility (closed parking for two-wheel vehicles, electric charging points, car-sharing parking, etc.). Install **comfortable and functional shelters** at every bus stop and **equip all public buses for bicycle transport**.

Action 3.1.6

Encourage the formation of **digital communities for shared mobility** in low-density areas.



Action 3.1.7

Promote **electrified and low or zero environmental impact mobility** throughout the entire energy chain, ensuring the necessary infrastructure to support the transition from internal combustion engine vehicles to electrified propulsion and coordinating the installation of charging stations across the metropolitan area.



Action 3.1.8

Invest in **artificial intelligence** as an innovation in mobility, promoting **Intelligent Transport Systems (ITS)**, which can improve transport efficiency, safety, and sustainability through data collection, processing, and dissemination.

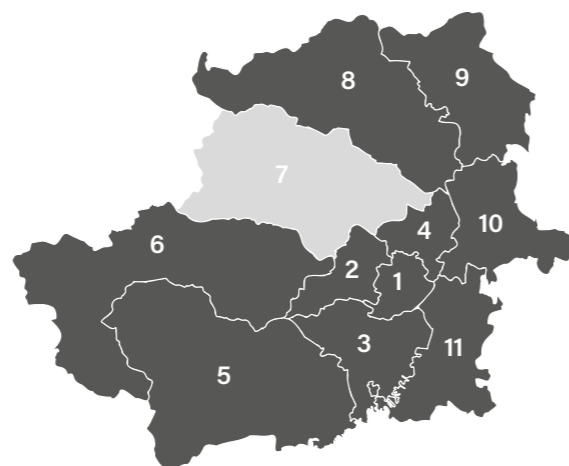
STRATEGY 3.2

STRENGTHEN, IMPROVE, AND INTEGRATE THE RAILWAY INFRASTRUCTURE

Strengthen and innovate the primary public mobility infrastructure, enhancing the travel experience and making rail the most attractive and efficient mode of transport within the metropolitan area.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, RFI, railway service operators, Piedmont Mobility Agency, universities, and research centres.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- StationLAND (RFI)

Action 3.2.1

Extend the metropolitan railway network, particularly towards mountainous and foothill areas, **reactivating disused/inactive lines** (e.g., Rivarolo-Pont Canavese route) and selectively doubling tracks on single-track sections (e.g., Torino-Pinerolo, Chivasso-Ivrea routes)..



Action 3.2.2

Increase investment in "Gateway Stations" (Ivrea, Chivasso, Ciriè, Rivarolo, Susa, Pinerolo, Trofarello, Chieri, and Carmagnola) as strategic nodes for the multimodal system.

Action 3.2.3

Enhance railway lines with existing or potential demand higher than current service levels (Torino-Ivrea, Torino-Pinerolo, Chivasso-Asti), including through **infrastructure upgrades** (overpasses, underpasses) and safety improvements, by **activating already existing stations** of the metropolitan railway system (SFM). Promote the inclusion of the City of Ivrea in the SFM by extending the Torino Lingotto-Chivasso line.

Action 3.2.4

Redevelop minor stations, reversing the current trend of abandonment, making them pleasant, safe, and comfortable places, and exemplary architectural designs. Equip them to become **platforms for last-mile shared and individual mobility and local service hubs in smaller centres**.

Action 3.2.5

Upgrade the metropolitan railway network trains by promoting a recognisable identity for the vehicles, rethinking their layout, and enhancing their capacity for bicycle transport, onboard services, and passenger comfort. Install **universal Wi-Fi across all transport vehicles and waiting areas**, enabling data collection and fine monitoring of individual movements.

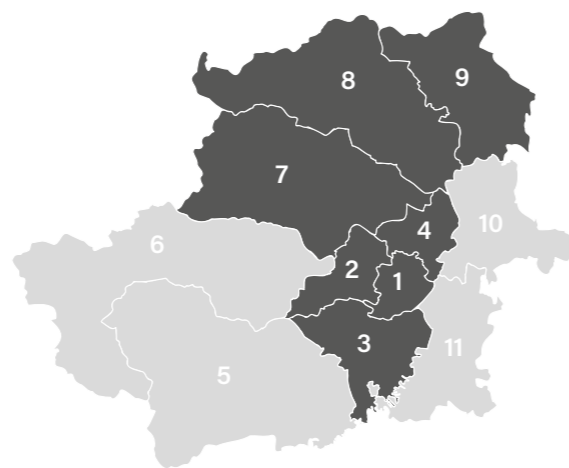
STRATEGY 3.3

REDESIGN THE METROPOLIS AS A POLYCENTRIC NETWORK OF 15-MINUTE CITIES AND NEIGHBOURHOODS

Rethink the layout of public spaces by reorganising the metropolitan urban system into daily life units accessible on foot (15-minute cities) equipped with primary services such as schools, shops, healthcare, and cultural facilities.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, Piedmont Mobility Agency, public transport operators and companies, trade associations, chamber of commerce.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Bike to Rail Programme (Ministry and Metropolitan City)
- Commerce Districts (Piedmont Region)

Action 3.3.1

Create **safe, dedicated or mixed cycling routes** in all municipalities for local mobility, connected to the public transport system of stations and stops, and capable of linking all points of service and public interest.

Action 3.3.2

Create **safe, dedicated pedestrian routes** in all municipalities, connected to the **public transport system** of stations and stops, and capable of **linking all points of service and public interest**, promoting the gradual transformation of neighbourhood streets into limited-access roads for residents and service vehicles only, making them child-friendly and elderly-friendly.

Action 3.3.3

Combat the phenomenon of “commercial desertification” and incentivise **local commerce** by promoting urban and distributed Commerce Districts.

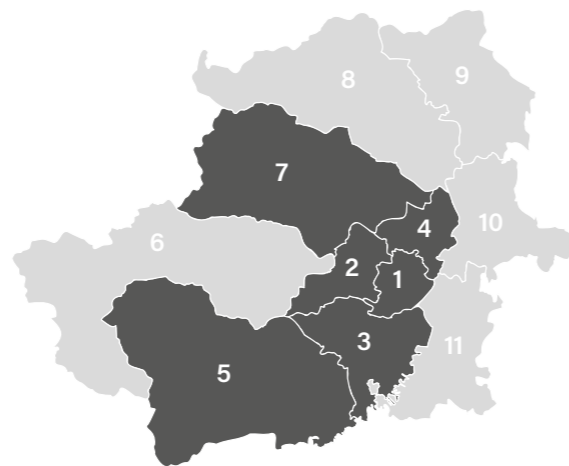
STRATEGY 3.4

CONNECT THE METROPOLIS TO NEARBY TERRITORIAL HUBS

Promote the quantitative enhancement, qualitative improvement, and reduction of travel times for connections between different points of the metropolitan area and gateways to the global system (high-speed rail, air transport, maritime transport).



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, RFI, public transport and railway service operators, Sagat.

Action 3.4.1

Activate the SFM line connecting Porta Susa station and S. Pertini airport, ensuring its efficiency. **Enhance national and international air connections**, including encouraging the establishment of low-cost airlines.

Action 3.4.2

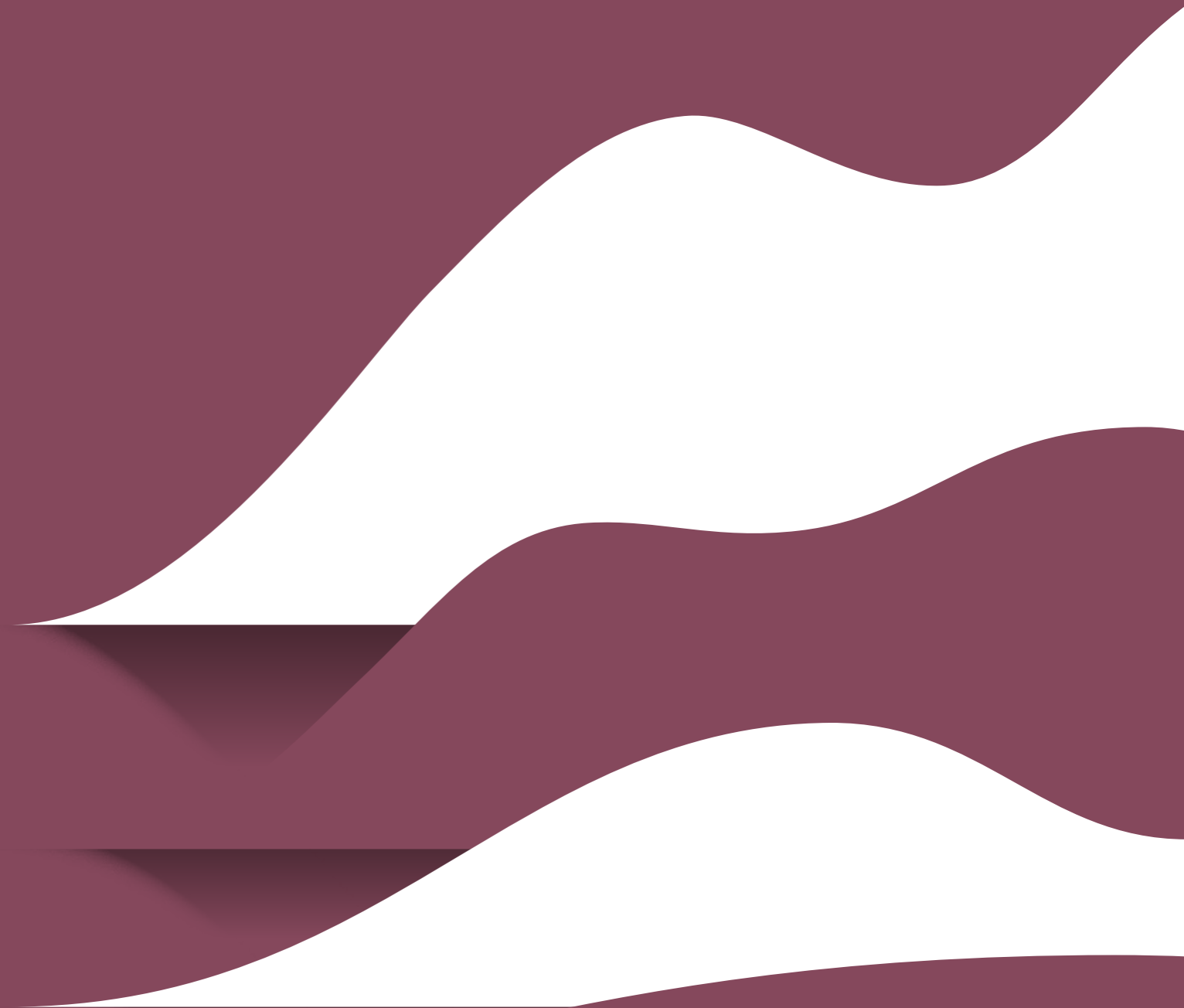
Promote the creation of a **direct railway connection** between Turin and the intercontinental hub of **Malpensa**.

Action 3.4.3

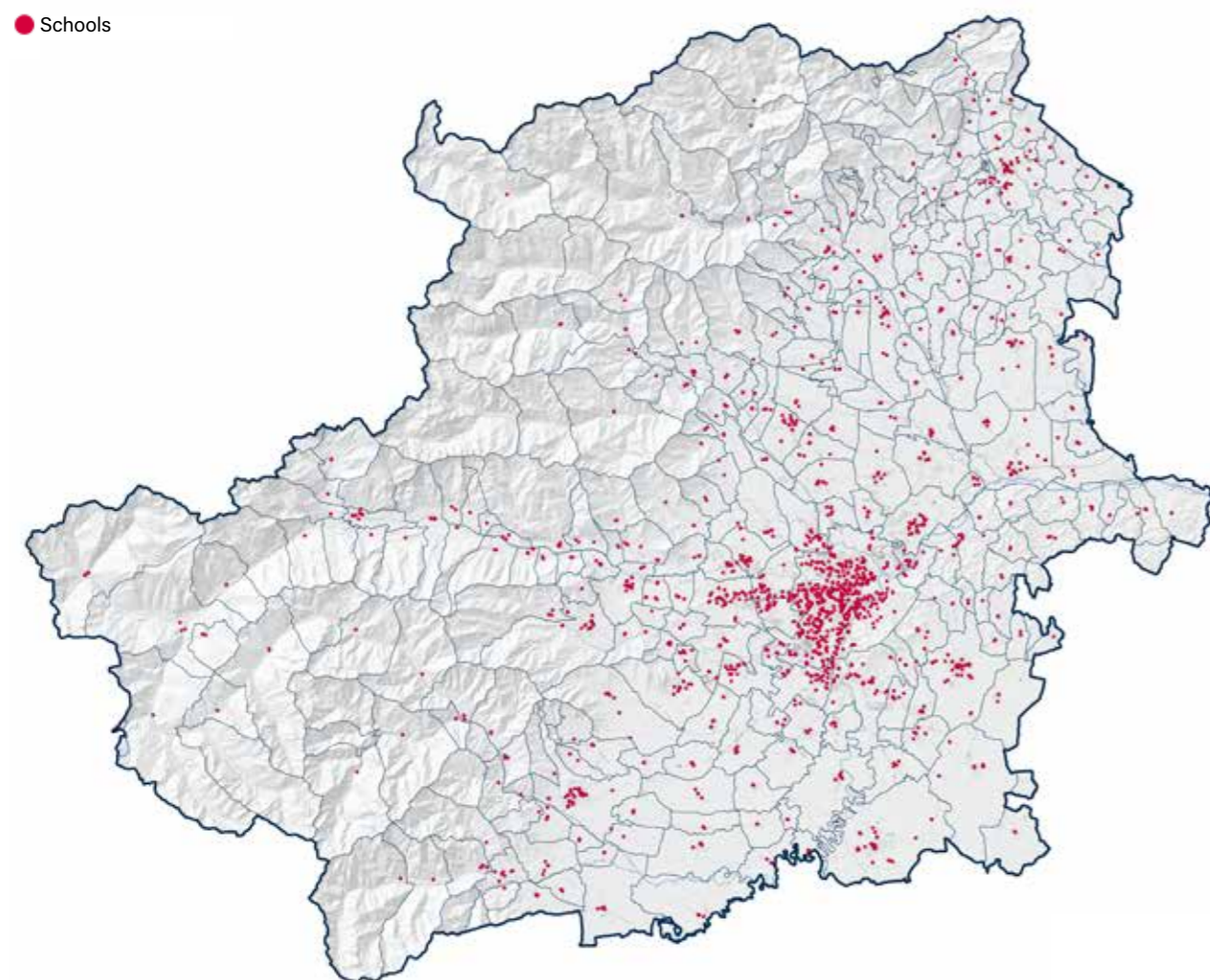
Promote a **modern and efficient railway connection with Liguria** (Genoa and Savona) and **France** (Colle di Tenda – Roya Valley).

AXIS 4

A TURIN METROPOLIS
THAT LEARNS MORE



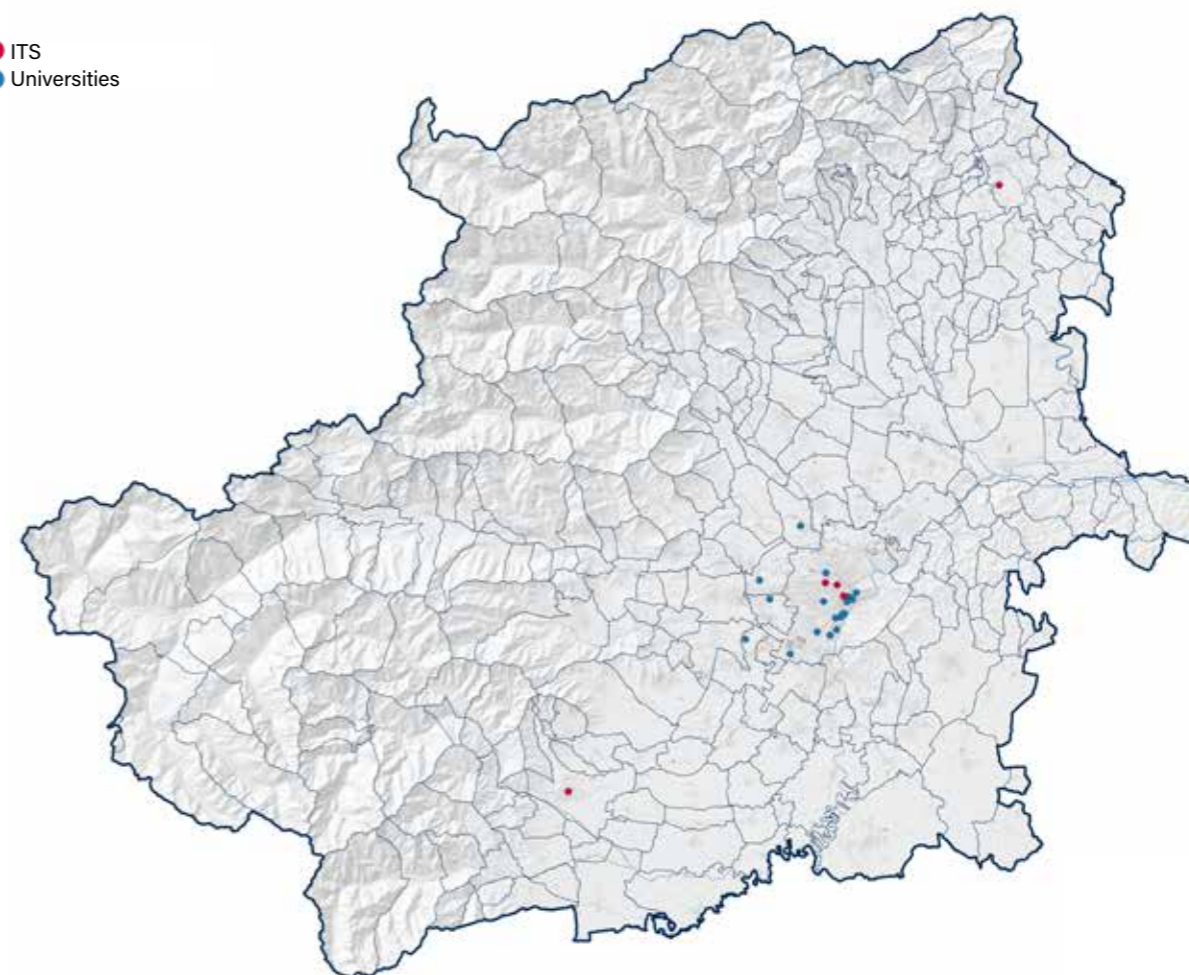
METROPOLITAN DATA



15,9% YOUNG PEOPLE (15-29 YEARS)
WHO NEITHER WORK NOR STUDY (NEET)

Source: Istat, 2022

● ITS
● Universities



67,8% OF PEOPLE (25-64 YEARS) WHO HAVE COMPLETED
SECONDARY EDUCATION

Source: Istat, 2022

32,1% OF PEOPLE (25-39 YEARS) WHO HAVE ATTAINED
TERTIARY LEVEL EDUCATION

Source: Istat, 2022

7,2% OF PEOPLE (25-64 YEARS) IN CONTINUOUS EDUCATION
AND/OR TRAINING

Source: Istat, 2022

AXIS 4

A TURIN METROPOLIS THAT LEARNS MORE

Invest in renewing school buildings and innovating educational models, fostering a stronger connection between schools and the surrounding community, and transforming school infrastructure into civic multi-service platforms. Shift from a knowledge transmission approach focused on specialised disciplinary areas to a multidisciplinary model aimed at developing skills that address new social and environmental challenges. Recognise the essential role of schools in building an inclusive and sustainable society. Tackle educational poverty and emerging issues, such as mental health, through policies that prevent and reduce school dropouts. Innovate and enhance vocational and work-oriented training at both secondary and university levels by integrating education and training systems with the local economy.

STRATEGIES

4.1

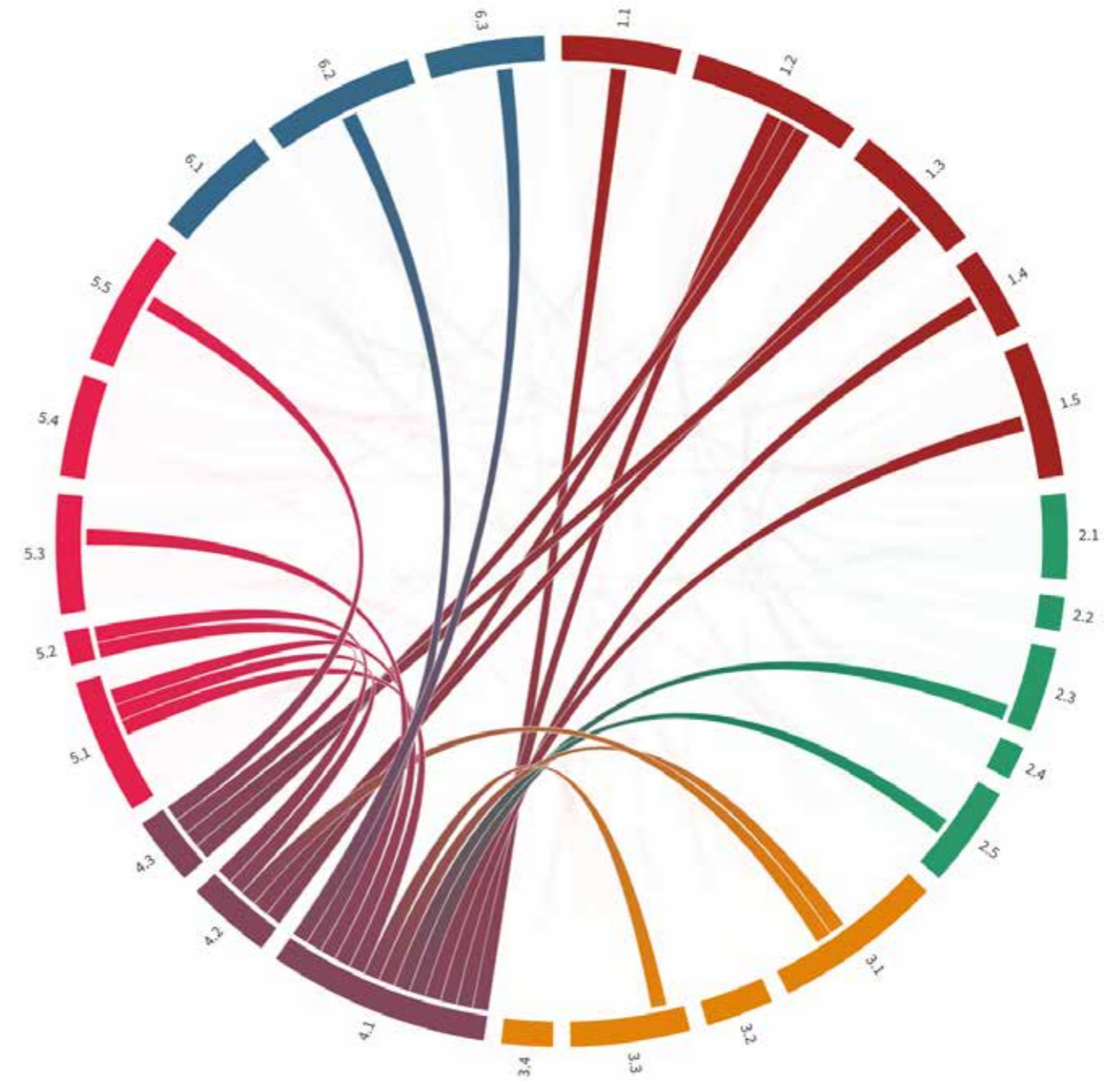
Improve and innovate school infrastructure and offerings

4.2

Promote excellence in education for everyone across the metropolitan area

4.3

Create an integrated metropolitan ecosystem for vocational and professional training



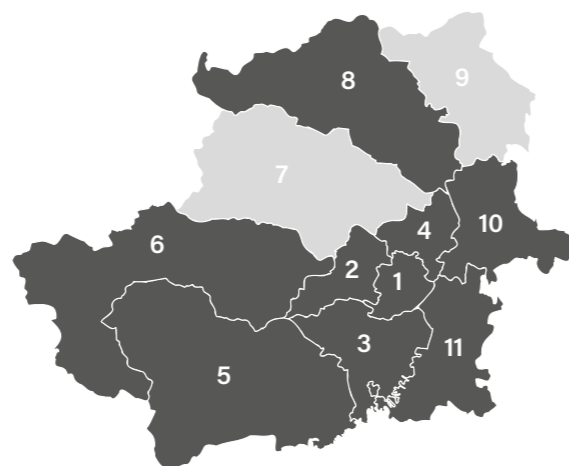
STRATEGY 4.1

IMPROVE AND INNOVATE SCHOOL INFRASTRUCTURE AND OFFERINGS

Adopt an integrated education strategy at the metropolitan level to drive significant renewal of physical and digital infrastructure, strengthen school-community relationship and promote innovative educational models that emphasise sustainability.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, Regional and Territorial Education Office, schools, universities, vocational training institutes, trade associations, Fondazione Campagna Amica – Coldiretti

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- School building safety and redevelopment plan – NRRP M4C1I3.3 (Metropolitan City)
- Alcotra E.S.C.A.P.E. project (Metropolitan City)

Action 4.1.1

Promote **territorial educational agreements** as tools for co-programming and co-designing stable actions for educational improvement across various metropolitan areas, **involving young people** in updating curricula and training programmes.

Action 4.1.2

Thoroughly **renew the existing school infrastructure** (focusing on seismic, hygiene, health, digitalisation, renewable energy sources, and energy efficiency adaptations). Revise spatial and teaching models and foster the school-territory relationship by co-designing spaces and their functions with school organisations and local actors.



Action 4.1.3

Develop an **integrated system for collecting student population data**, including school dropout rates, while also systematising related school services (e.g., school canteens).

Action 4.1.4

Rationalise the school network by reassessing service delivery points in the territory to align them with the new context and emerging educational needs.

Action 4.1.5

Catalogue underutilised school infrastructure spaces and times to make them available for local community use for both temporary and permanent new functions, through decentralised, autonomous, and cooperative models of social management.

Action 4.1.6

Promote **“outdoor schooling”** by developing a comprehensive and varied range of curricular and extracurricular activities to be conducted outdoors in rural, hill, and mountain environments, in collaboration with the network of social farms and educational farms.



Action 4.1.7

Promote **active and sustainable food education** by reopening school canteens in every school, including autonomous or cooperative management, and linking them to local supply chains. Manage the public procurement of school vending machines in line with principles of food quality and reduced environmental impact (good, healthy, clean, and fair food). Encourage the use of kitchen infrastructure by local communities outside school hours.

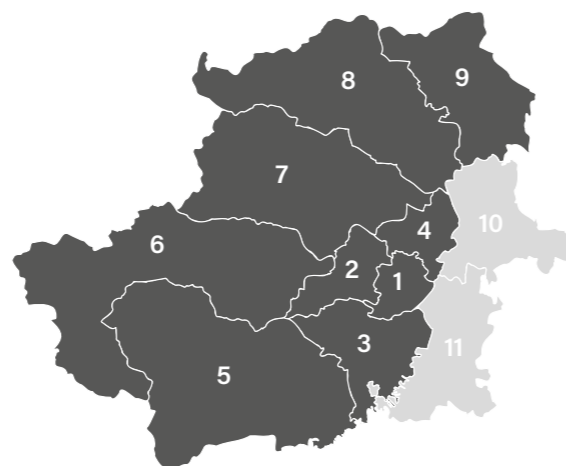
STRATEGY 4.2

PROMOTE EXCELLENCE IN EDUCATION FOR EVERYONE ACROSS THE METROPOLITAN AREA

Reduce social, economic, and territorial disparities in access to and quality of primary, secondary, and tertiary education, combat school dropouts, and promote the inclusion of children with special educational needs.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, Territorial Education Office, schools, universities, training institutions, innovation poles, science and technology parks, business incubators and accelerators, trade associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Creative Lab TeenLab in Pinerolo (Alcotra project)
- UTS-NES Network
- CoeSI project: Synergistic co-designing of inclusive school environments (Fondazione per la Scuola and Metropolitan City)
- In viaggio con Clara project (Metropolitan City)
- Superiamoci project (Metropolitan City)
- Pensami Indipendente project (Metropolitan City)
- MSDA Pilot Actions

Action 4.2.1

Promote early schooling, with a focus on gender balance, by **expanding and diversifying local preschool services** to support families and improve educational outcomes.

Action 4.2.2

Ensure better integration of **school guidance** policies across entities and spread innovative and experimental practices tailored to individual needs.

Action 4.2.3

Promote **tailored education**, support the development of individual talents, **combat school dropouts, and promote inclusion for children with disabilities and other special educational needs** through small group learning tools. Shift from an individualised approach to a broader context-focused educational model, making classrooms inclusive both academically and socially. Promote **programme agreements and local networks** to define personalised life projects that facilitate the transition to adulthood and independence.

Action 4.2.4

Promote the educational success of territories by fostering alliances (networks, partnerships, new governance models) between cultural, educational, and training systems, businesses, associations, institutions, and foundations, **to address socio-economic and environmental sustainability challenges**. Prioritise processes of cultural and competency change, while encouraging methodological, educational, and organisational innovations.

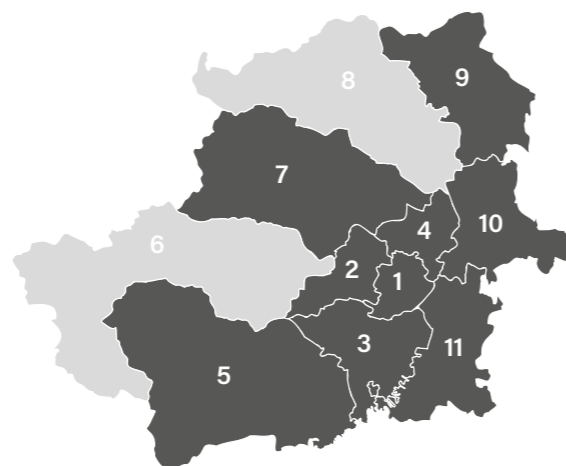


STRATEGY 4.3

CREATE AN INTEGRATED METROPOLITAN ECOSYSTEM FOR VOCATIONAL AND PROFESSIONAL TRAINING

Improve the vocational training system to meet local socio-economic and environmental needs from a sustainable development perspective. Leverage the territory's strengths in productive and research excellence, as well as its historic quality in vocational training, by defining new pathways, including university-level courses, linked to Turin's universities, aligned with Higher Technological Institutes (ITS) and integrated with the local production system.

HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, regional administrations, municipal administrations and unions of municipalities, Territorial Education Office, schools, universities, vocational training institutes, Regional Education Office, socio-assistance consortia, ASL, trade associations, third sector, and local associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- "Mountain School" Initiative (Metropolitan City)
- Alcotra INTERBITS2 project
- Sectoral Academy Hub (CFIQ) and School Hub in Pinerolo
- Space Dream Initiative (CTNA) and aerospace training and skills initiatives (Innovation Day)
- Mobility Academy (Inforcoop Ecipa Piemonte)

Action 4.3.1

Promote the **integration of vocational education, ITS, and professional degrees** into a multi-polar ecosystem that enhances and qualifies vocational training in partnership with businesses by providing access to high-quality infrastructure and equipment, regardless of social or geographical background. Promote **school-work alternation programmes** and revitalise **apprenticeships** in craft enterprises.

Action 4.3.2

Strengthen **collaborations between universities and ITS, and enhance the role of innovation poles** by promoting study and doctoral programmes that bridge universities/training institutes and businesses.

Action 4.3.3

Strengthen sectoral academies (*Academy di filiera*) as educational and organisational models better equipped to meet businesses' training needs.

Action 4.3.4

Promote **vocational training pathways related to mountain businesses** (e.g., the wood supply chain, pastoralism, wellness tourism, renewable energy/circular economy, community services).



AXIS 5

A MORE ATTRACTIVE, FAIR,
AND EQUAL TURIN METROPOLIS



METROPOLITAN DATA

-14,5% GENDER GAP IN EMPLOYMENT RATE (F-M)

Source: Istat, 2022

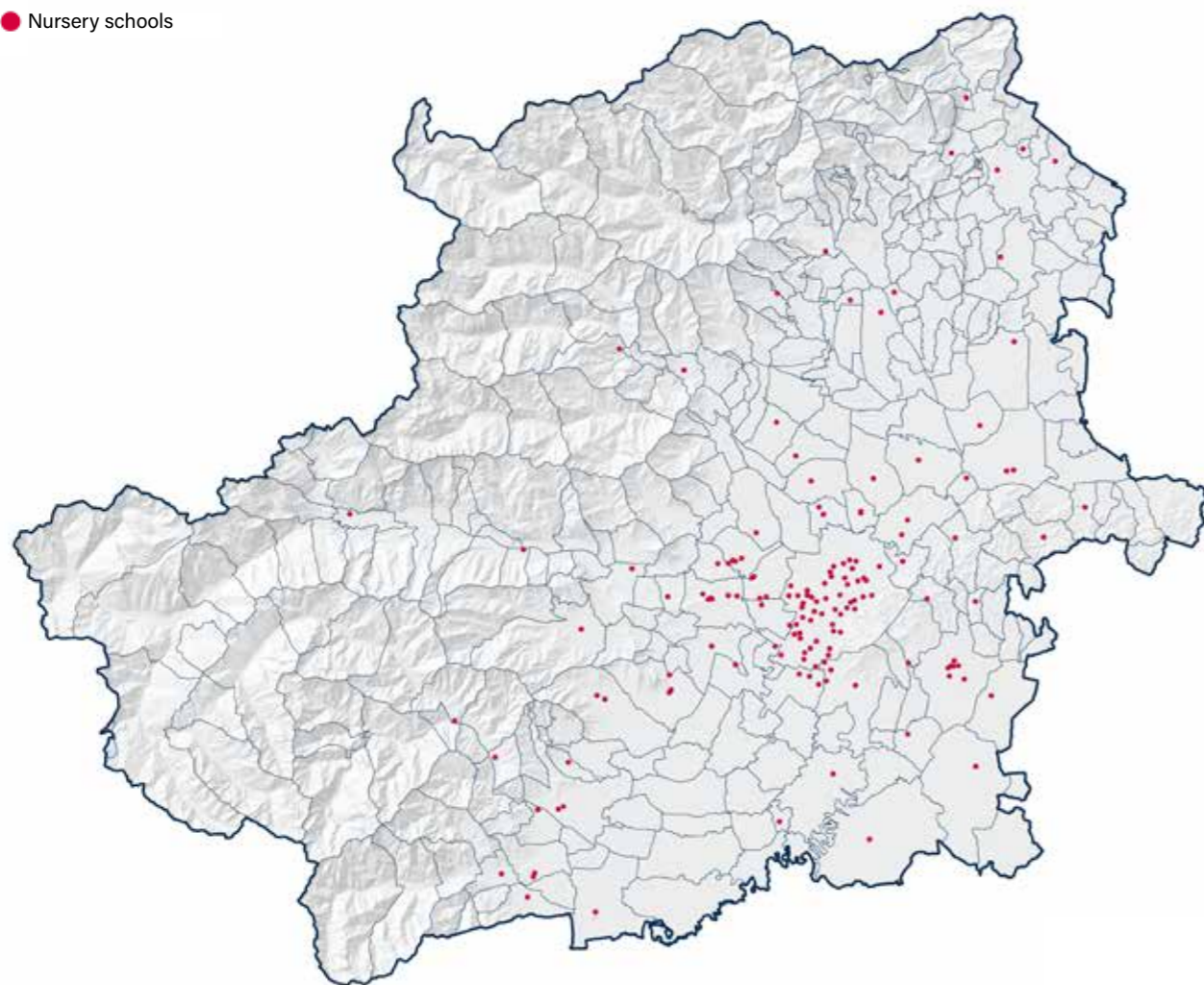
- 9.151,19 € GENDER PAY GAP IN THE AVERAGE SALARY OF EMPLOYEES (F-M)

Source: Inps, 2022

42,6% OF MUNICIPALITIES THAT OFFER NURSERY AND/OR INTEGRATED SERVICES FOR EARLY CHILDHOOD

Source: Istat, 2021

● Nursery schools



100% OF MUNICIPALITIES THAT OFFER SOCIAL-ASSISTANCE HOME CARE SERVICES FOR THE ELDERLY

Source: Istat, 2020

82,1% OF MUNICIPALITIES THAT OFFER SOCIAL-ASSISTANCE HOME CARE SERVICES FOR FAMILIES AND CHILDREN

Source: Istat, 2020

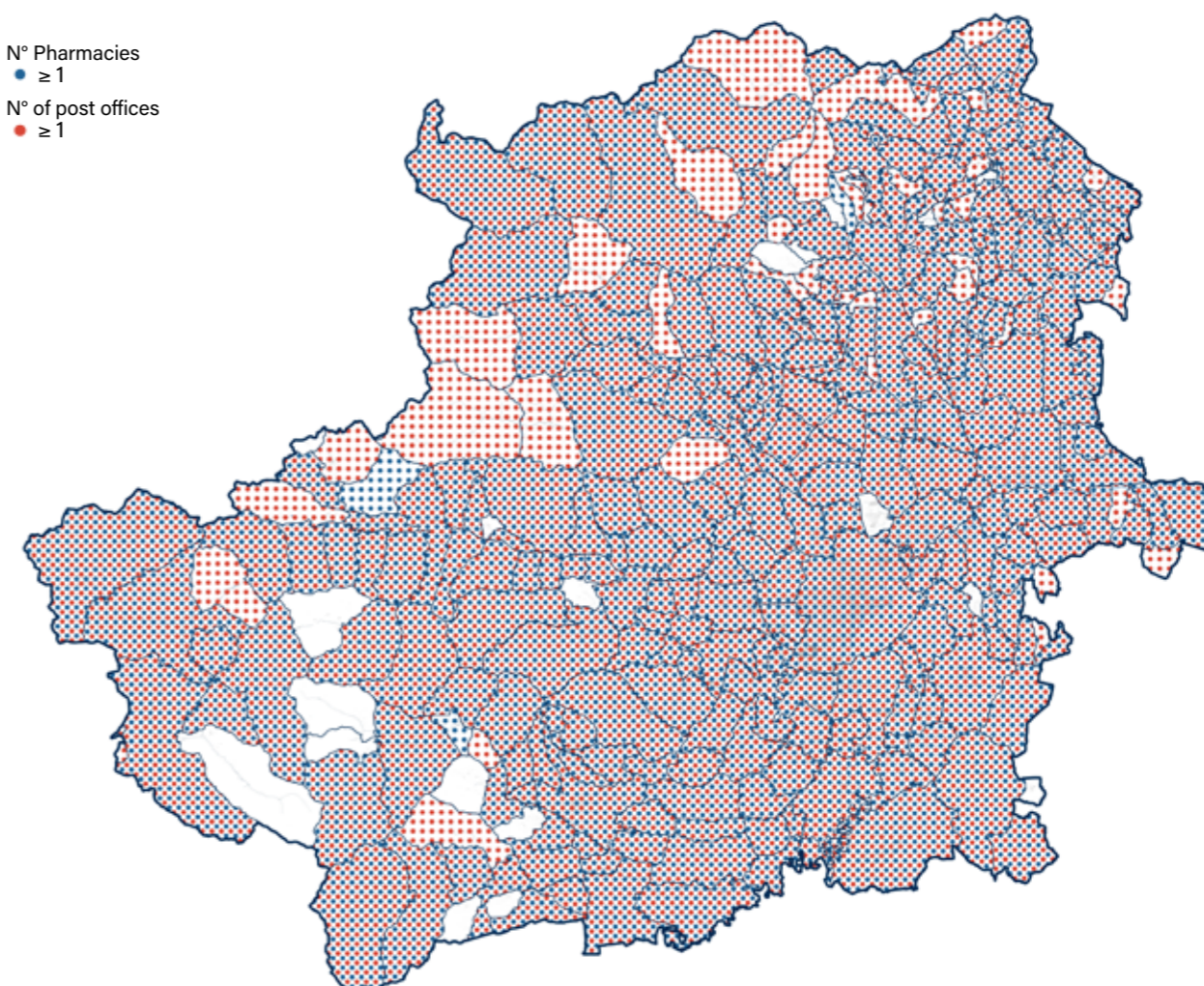
74,7% OF MUNICIPALITIES THAT OFFER SOCIAL-ASSISTANCE HOME CARE SERVICES FOR PEOPLE WITH DISABILITIES

Source: Istat, 2020

147,9 LOCAL SHOPS PER 10,000 INHABITANTS

Source: Regione Piemonte, 2018

N° Pharmacies
● ≥ 1
N° of post offices
● ≥ 1



AXIS 5

A MORE ATTRACTIVE, FAIR, AND EQUAL TURIN METROPOLIS

Promote equal opportunities for personal and community development across all areas of the territory and for the entire population, while enhancing the Metropolitan City's attractiveness to both residents and businesses. Encourage innovative forms of social housing and support the establishment of multifunctional centres, multi-service hubs, and social gathering spaces to revitalise and repopulate rural and mountain areas. Foster social innovation and promote a "proximity welfare" model that maximises the use of local resources and skills.

STRATEGIES

5.1

Strengthen the capacity to attract, retain, and enhance talent

5.2

Engage younger generations as a resource for the future of the Metropolitan City

5.3

Ensure social inclusion and widespread housing quality across different metropolitan territories

5.4

Build a new local welfare system for an inclusive and supportive metropolis

5.5

Support the social impact economy and social innovation



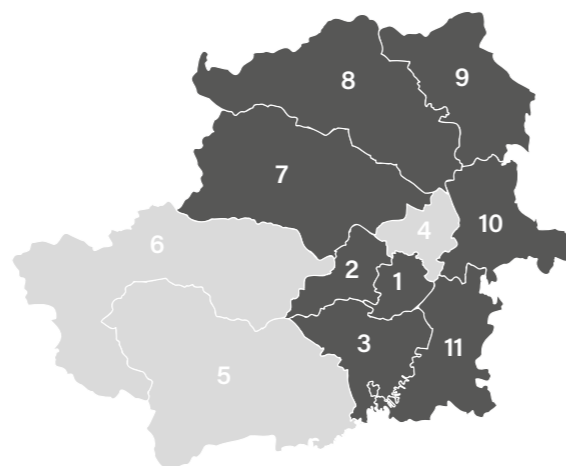
STRATEGY 5.1

STRENGTHEN THE CAPACITY TO ATTRACT, RETAIN, AND ENHANCE TALENT

Implement policies to attract, retain, and encourage the return of talent by capitalising on the Metropolitan City's assets, such as its quality of life and affordable access to housing and services, while ensuring equal opportunities for personal and professional growth for everyone.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, universities, business incubators, research centres, trade associations, chamber of commerce, innovation poles, banking foundations, and local associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Brain Unito project - Talent Attraction Programme by the University of Turin

Action 5.1.1

Develop a **talent retention programme for individuals attracted and/or trained by metropolitan universities**, offering assistance with residence permits, housing, citizenship, and fiscal, economic, and organisational incentives to support the creation of start-ups or entry into the job market.

Action 5.1.2

Create a **national and international programme for attracting external talent and encouraging "brain return"**, promoting the Metropolitan City of Turin as a place offering a high quality of life, services, culture, education, healthcare, and environment, and a diverse range of living and working environments, with affordable housing and business set up costs.

Action 5.1.3

Ensure **affordable housing for young people and students** by promoting social housing programmes and converting unused buildings and housing units into student residences spread across the territory.

Action 5.1.4

Enhance the **economic and entrepreneurial potential of the migrant population by facilitating their full integration into economic, political, and social systems**, ensuring access to services, employment, education, and housing. Provide support with bureaucratic processes and offer dedicated Italian language courses for foreign individuals.

Action 5.1.5

Increase **focus on gender issues** in the development and organisation of public services, **promoting women's access to leadership positions in public administration and businesses** through active policies, career mentorship programmes, parental leave schemes for both parents, and gender equality initiatives in workplaces. Encourage the use of inclusive language throughout the metropolitan territory.

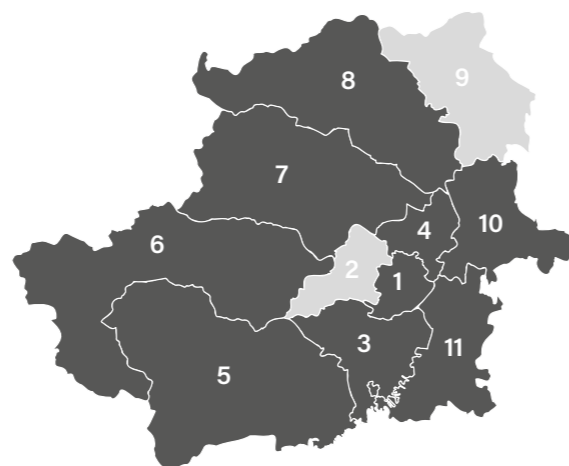
STRATEGY 5.2

ENGAGE THE YOUNGER GENERATIONS AS A RESOURCE FOR THE FUTURE OF THE METROPOLITAN CITY

Recognise young people as a valuable resource for the community by fostering their active involvement and participation in public life and local development pathways. Strengthen local policies and initiatives aimed at young people, ensuring better coordination.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



Action 5.2.1

Increase **young people's awareness of metropolitan strategies and actions** by involving them in the definition, modification, and implementation of MSP's actions.

Action 5.2.2

Implement a **civic leadership development programme for young people** (students, workers, administrators), using an open selection process and a staged pathway for their introduction to the decision-making processes in political, administrative, economic, and research systems.

MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, schools, universities, training centres, third sector, and local associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Political education pathway for young people aged 18-35 (Metropolitan City)

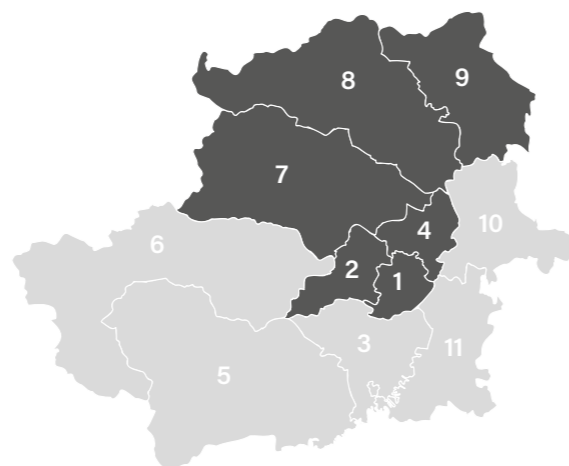
STRATEGY 5.3

ENSURE SOCIAL INCLUSION AND WIDESPREAD HOUSING QUALITY ACROSS DIFFERENT METROPOLITAN TERRITORIES

Promote an integrated set of actions to enhance widespread housing quality (in terms of buildings, architecture, urban space, and social services) by improving the settlement characteristics of different metropolitan areas, revitalising and repopulating regions with low demographic density.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, schools, UNCEM, third sector, local associations, social assistance consortia, family centres, chamber of commerce, LAG.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- “Live and Work in the Mountains” Desk (Metropolitan City)
- “Mountain School” Initiative (Metropolitan City)
- Integrated Urban Plans - NRRP M5C2I2.2 (Metropolitan City)
- PINQuA - NRRP M5C2I2.3 (Metropolitan City)
- “Generative Spaces” project (LAG Escartons and Valli Valdesi)

Action 5.3.1

Support individuals interested in starting a new life, housing, and/or work projects in mountain areas through orientation, training, and support initiatives.



Action 5.3.2

Integrate existing support initiatives for settling people and businesses in rural and mountain areas with housing policies, promoting **social housing initiatives**, including public-private partnerships and **local experiments in repurposing unused buildings for innovative housing solutions**, suitable for both ownership and rental, aligned with the financial resources of the population.



Action 5.3.3

Create, integrate, or repurpose existing spaces in **smaller centres to establish shared hubs that integrate services and civic, cultural, economic, social, and healthcare infrastructure**. These hubs can be complemented by spaces for teleworking and distance learning, and potentially consumer/distribution cooperatives, integrated with school infrastructure where appropriate.



Action 5.3.4

Make unused **public properties available to younger generations** in rural and mountain areas **for new social uses**, gathering spaces, and innovative local development practices.



Action 5.3.5

Ensure **better coordination of urban regeneration actions at different scales**, ensuring high-quality project outcomes (e.g., through creative contests or design/architecture competitions). Promote **co-programming, co-design, and co-management** practices with the local population and associations, while supporting grassroots regeneration initiatives.

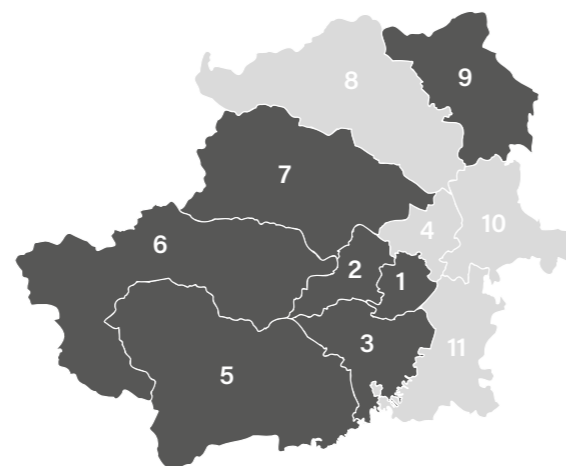
STRATEGY 5.4

BUILD A NEW LOCAL WELFARE SYSTEM FOR AN INCLUSIVE AND SUPPORTIVE METROPOLIS

Enhance social policies and services by ensuring better integration, increased awareness and accessibility.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, Intermunicipal Consortia of Social Welfare Services, Torino Social Impact, Diocesan Caritas of Turin and Caritas Piemonte/Valle d'Aosta, Diaconia Valdese, Società Mutua Piemonte, agricultural trade associations, community foundations, social community operators, LHAs.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Public Tutorship Desk and Over-Indebtedness Desk (Metropolitan City)
- "Sgarbuglio" Desk (Piedmont Region, ASL, Metropolitan City)
- Rete Dafne (Metropolitan City, Piedmont Region, City of Turin, ASL, Gruppo Abele, Ghenos)
- Debt Support Network (Metropolitan City OCC, City of Turin, and third sector entities)
- Metropolitan Anti-Discrimination Hub (Metropolitan City)

Action 5.4.1

Create a digital platform that consolidates available data sources, enabling the **mapping and provision of updated and reliable information on services, resources, and actors in the social sector**. This will improve coordination and create an integrated network of territorial services, avoiding duplication of similar activities and identifying service gaps.

Action 5.4.2

Promote the **coordination of metropolitan and municipal social policies** (employment, housing, poverty alleviation, social inclusion pathways, violence prevention, etc.) within **optimal territorial areas**. Fostering integration and positive spillovers between different actions within the same space (neighbourhood effect).

Action 5.4.3

Enhance information, orientation, and advisory services (both physical and virtual) to facilitate first-time access to social services and rights protection, enabling better identification and response to social, housing, and employment needs. Promote **networking** between organisations working to combat discrimination and assist vulnerable individuals.

Action 5.4.4

Improve **coordination between social-health services and the judicial system**, expanding the range of people eligible for public tutorship services, strengthening existing support networks, and promoting restorative justice models that align with victim protection.

Action 5.4.5

Support the creation of **social farms** as tools for social and work reintegration of vulnerable individuals, enhancing their residual capabilities and promoting new models of inclusion.



STRATEGY 5.5

SUPPORT THE SOCIAL IMPACT ECONOMY AND SOCIAL INNOVATION

Leverage the business potential of personal, family, community, and territorial services by enhancing the work, processes, techniques, and competencies of the third sector and social enterprises.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, trade associations, universities, innovation poles, SocialFare, Torino Social Impact, third sector.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- InnoSocialMetro project (Metropolitan City)
- Alcotra C.A.R.E. project (Metropolitan City)

Action 5.5.1

Support the design of new services for individuals and communities by municipalities and the third sector, identifying local welfare policies at the metropolitan and municipal levels that can be redesigned from a social impact economy perspective. Transform public welfare spending into a driver and primary market for a new **social impact economy**, capable of responding innovatively to local community needs.

Action 5.5.2

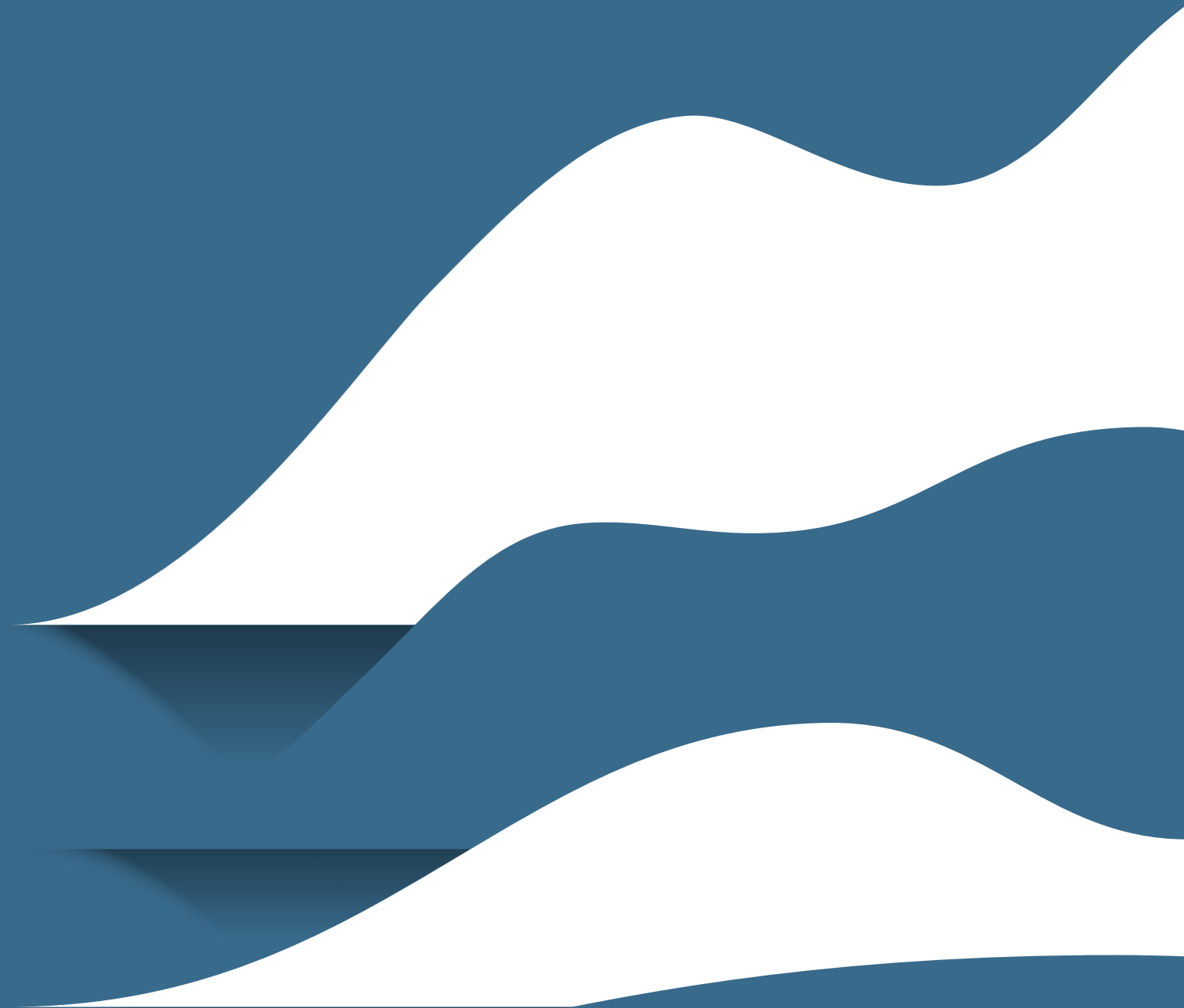
Promote a **new social entrepreneurial culture** through training and support programmes for third sector and social cooperation operators, encouraging the integration of new organisational models, technologies, and social enterprise methods into their activities.

Action 5.5.3

Support the **development of "community professions"** capable of recognising and mobilising local resources (skills, knowledge, and time) to promote health and well-being within communities. Raise awareness of this new professional field, particularly among young people.

AXIS 6

A HEALTHIER TURIN METROPOLIS



METROPOLITAN DATA

12,8‰ MORTALITY RATE

Source: Istat, 2021

82,8 YEARS LIFE EXPECTANCY AT BIRTH

Source: Istat, 2021

20,5 YEARS LIFE EXPECTANCY AT AGE 65

Source: Istat, stime 2022

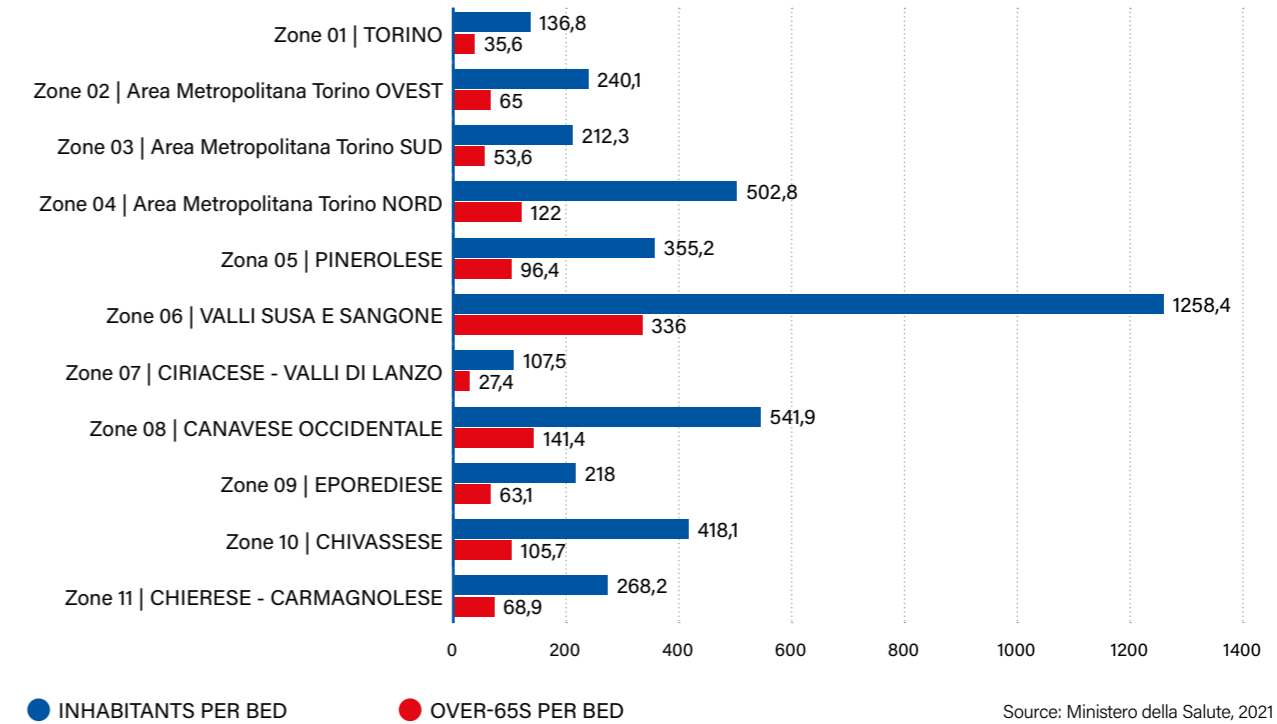
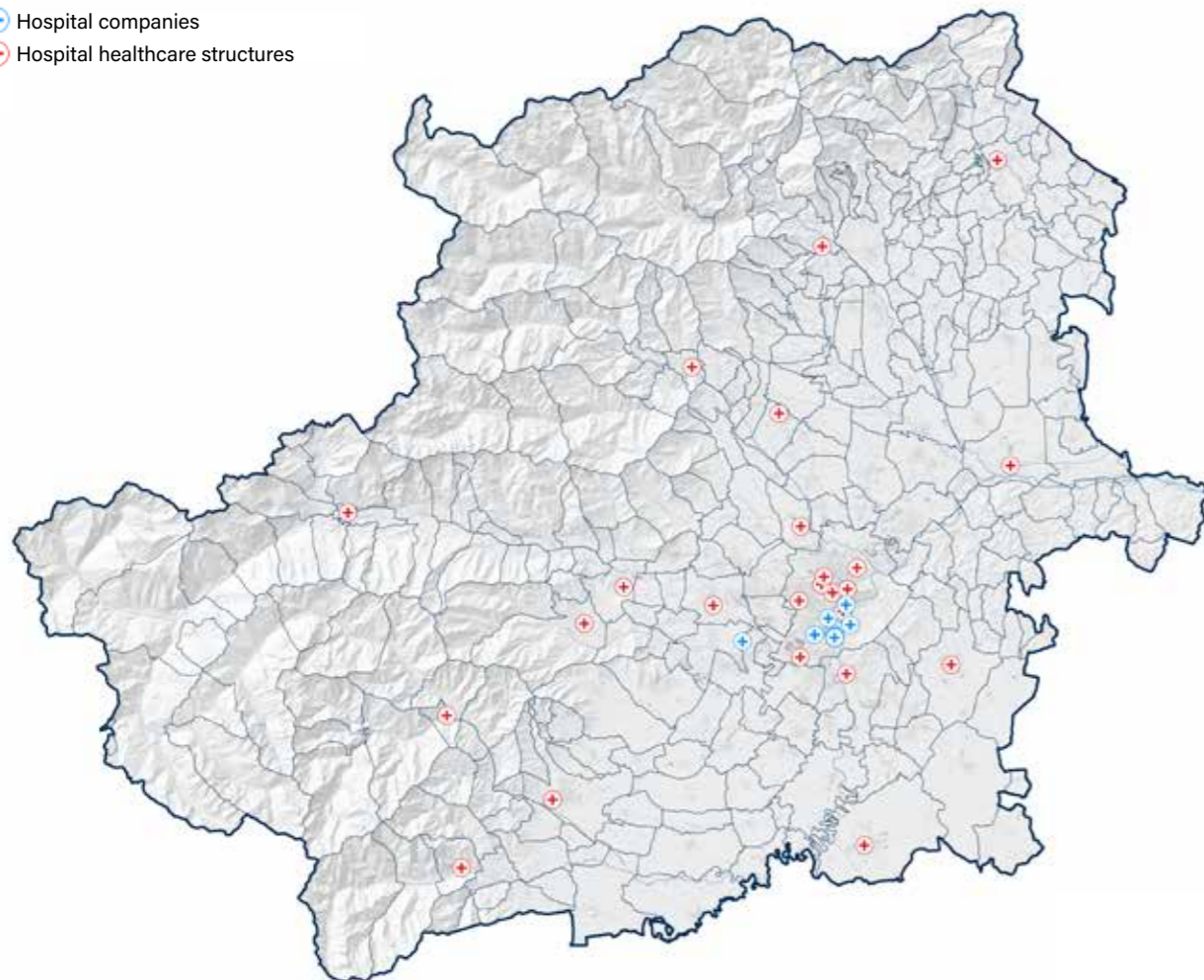
3,6% HOSPITAL EMIGRATION TO ANOTHER REGION

Source: Istat 2021

51 HOSPITAL BEDS PER 10,000 INHABITANTS

Source: Ministero della Salute, 2021

- + Hospital companies
- + Hospital healthcare structures



3,6% AGRITOURISM BUSINESSES PER 100 SQ KM

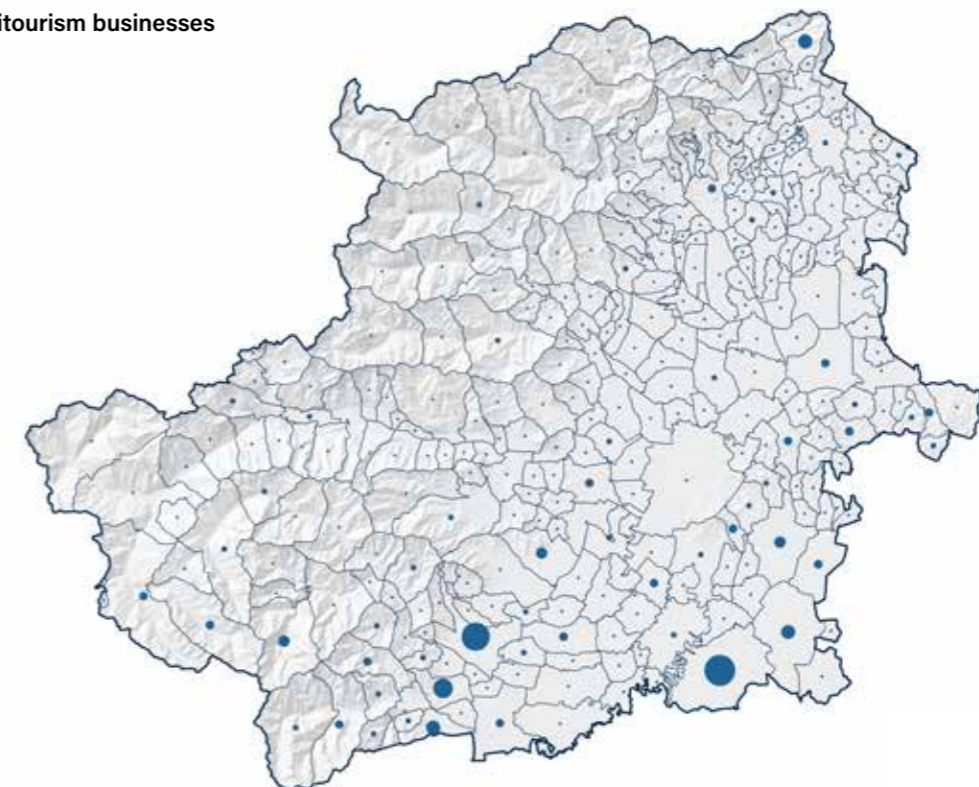
Source: Istat, 2021

15 CERTIFIED QUALITY PRODUCTS (PDO, PGI, TSG)

Source: Regione Piemonte

N° of agriturismo businesses

- 1
- 11



AXIS 6

A HEALTHIER TURIN METROPOLIS

Establish a widespread and integrated system of education, prevention, and diagnosis that leverages telemedicine and remote diagnostics to promote proximity and equal access to the healthcare services across the entire territory. Recognise the value produced by local communities in developing new forms of relationships and activating support for vulnerable individuals. Improve health, well-being, and quality of life by promoting sports activities, healthy eating, sustainable lifestyles. Build a collective culture of “health” as a global concern.

STRATEGIES

6.1

Ensure greater equity in access to healthcare and quality of social-health services throughout the metropolitan area

6.2

Improve air quality and promote well-being and a healthy, active, and sustainable lifestyles by encouraging outdoor sports and physical activity

6.3

Build a sustainable and high-quality territorial food system

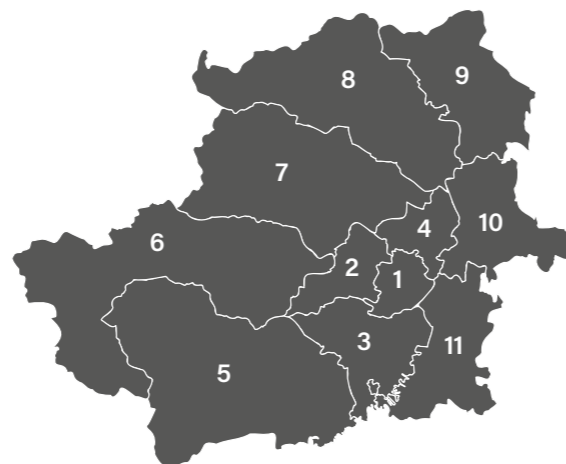


STRATEGY 6.1

ENSURE GREATER EQUITY IN ACCESS TO HEALTHCARE AND THE QUALITY OF SOCIAL-HEALTH SERVICES THROUGHOUT THE METROPOLITAN AREA

Promote a proximity healthcare model that ensures easy access to quality diagnostics and clinical follow-ups across the metropolitan area, leveraging telemedicine and activating and integrating local community resources (community social workers, neighbourhood assistants).

HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, LHAs, social assistance consortia, universities, research centres, innovation poles, science and technology parks, trade associations, and third sector.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Health Park
- Alcotra C.A.R.E. project (Metropolitan City)
- New F-Orme project: Caring relationships (Metropolitan City)

Action 6.1.1

Develop a **network of community houses** integrated with hospitals, equipped for telemedicine, designed for user needs, and easily accessible via public transport. Encourage and support existing initiatives that foster **collaboration and integration between general practitioners and other healthcare and social professionals**. Support **cooperation between medical practices/offices and pharmacies**, encouraging the latter to engage more with local communities.



Action 6.1.2

Promote social healthcare services at home, expanding and extending the model of **community nurses and social workers**, equipping staff with portable diagnostic and telemedicine tools. Explore ways to incorporate basic infrastructure and technologies into home environments to make this care model more widely accessible.



Action 6.1.3

Promote **intergenerational housing models** that encourage active ageing, cohabitation, and mutual care between different age groups, reducing the separation between “elderly spaces” and social life.



Action 6.1.4

Invest in **telemedicine** and establish a “telemedicine network,” providing general practitioners with the necessary technologies and **improving the flow of health information** across different healthcare services for integrated patient care.

Action 6.1.5

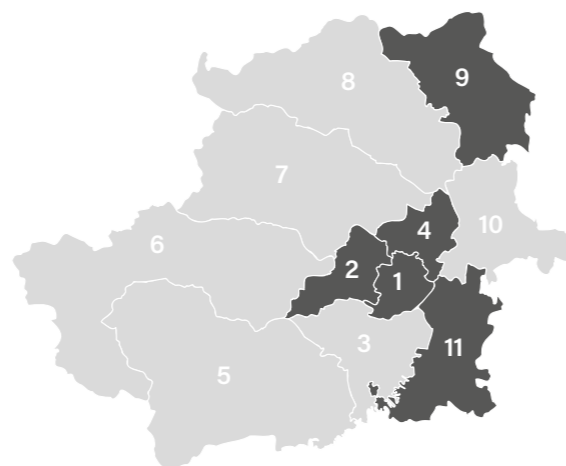
Strengthen **psychological and psychiatric care services**, especially those targeting youth.

STRATEGY 6.2

IMPROVE AIR QUALITY AND PROMOTE WELL-BEING AND A HEALTHY, ACTIVE AND SUSTAINABLE LIFESTYLE, ENCOURAGING OUTDOOR SPORTS AND PHYSICAL ACTIVITY

Encourage healthier and more sustainable behavioural models through awareness-raising and education programmes, supporting sports activities and promoting active ageing.

HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, LHAs, social assistance consortia, ARPA (Environmental Protection Agency), research centres, trade associations, third sector and local associations, universities, and regional and territorial education offices.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- ARIA P@LIT@ project (Politecnico of Turin – DIATI)
- Outdoor Air and Health project: An integrated atlas supporting decision-making and research (University of Turin)
- Eco-Active Schools (Piedmont Region)
- “Beata la Differenziata” initiative (Metropolitan City)

Action 6.2.1

Implement **air quality improvement measures** outlined in planning and sector regulations through education, information and by strengthening monitoring and control systems.

Action 6.2.2

Promote **health literacy** by encouraging health education and prevention programmes.

Action 6.2.3

Promote **sport** recognising its educational, social, and well-being benefits, and ensure access to sport facilities and activities for all, particularly for vulnerable and disabled individuals.

Azione 6.2.4

Raise **awareness of available urban spaces where outdoor physical activity can take place** and rethink the design and equipment of green spaces to support active health and prevention.

Action 6.2.5

Enhance **information, communication, awareness, training, and best practice-sharing** activities aimed at citizens, businesses, and policymakers to promote **cultural shifts and new sustainable lifestyle choices**. Encourage **citizen engagement** in sustainability challenges (consumption, mobility, food, tourism, leisure, etc.).



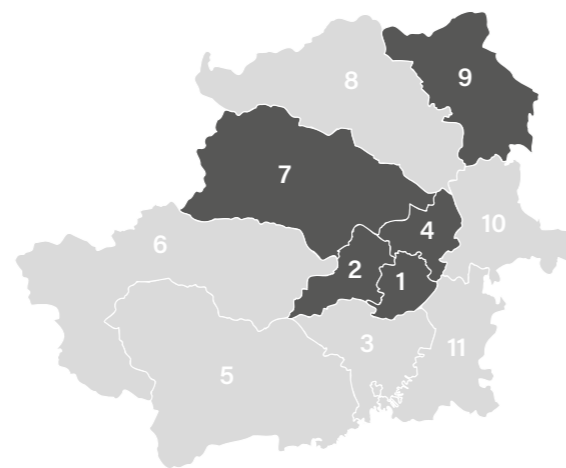
STRATEGY 6.3

BUILD A SUSTAINABLE AND QUALITY TERRITORIAL FOOD SYSTEM

Continue the metropolitan-level experiences already underway to develop an integrated food policy that ensures all citizens have access to quality, healthy, fair, and sustainable food.



HOMOGENEOUS AREAS FOR WHICH STRATEGY IS A PRIORITY



MAIN ACTORS

Metropolitan City, Piedmont Region, municipalities and unions of municipalities, universities, research centres, trade associations, chamber of commerce, Fondazione Campagna Amica – Coldiretti, third sector and local associations.

ONGOING PROJECTS/SYNERGIES THAT CAN BE ACTIVATED

- Atlante del Cibo - Turin food system
- Food Districts
- Horizon 2020 FUSILLI Urban Food Planning project (City of Turin)

Action 6.3.1

Enhance the **quality, accessibility, and diversity of metropolitan food** by strengthening and expanding existing experiments in local public procurement, street markets, purchasing groups, community gardens, land use, and food delivery, as part of a **broader metropolitan food programme focused on quality** (starting with the sustainability of ingredients used in school, hospital and public canteens).



Action 6.3.2

Promote the **creation of formalised networks** (food districts, alternative food networks) involving all stakeholders in developing and implementing **sustainable food production, marketing, and consumption models** (e.g. farmers, consumers, public administrations, parks and protected areas, tourism, trade, craftsmanship and cultural enterprises, associations and third sector entities).



Action 6.3.3

Recognise and support the **social role of agricultural enterprises** in creating “shared value” and preserving a community’s natural, human, social, and cultural resources, fostering **local product processing activities**.





