

# Rinnovare l'immaginario urbano: l'esperienza di ESPON MISTA e ESPON IMAGE

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# ESPON MISTA

## “PRODUCTIVE” “CITY”

Esplorare il rinnovarsi delle relazioni  
tra industria e città

Dati innovativi,

Prospettiva transcalare-regionale

## Dimensione interattiva

Future workshops

## POLICY ADVICE

Atlante di casi ‘ispirazionali’  
Inputs di progetto/piano/governo  
per città e aree metropolitane

# ESPON IMAGINE

## REGIONAL SPATIAL IMAGINARIES

Sostenere nuovi immaginari spaziali e  
sperimentare opportunità dell’UE (ITI): i  
corridoi infrastrutturali come dispositivi di  
coesione territoriale

Dati innovativi

Prospettiva transcalare

## Dimensione interattiva

Position paper e incontri con  
stakeholders

## POLICY ADVICE

REGIONAL FORUM e WORKSHOPS /  
Vision e Governance

1

# ESPON MISTA PROJECT

Exploring the new relationships  
between the industry and the city



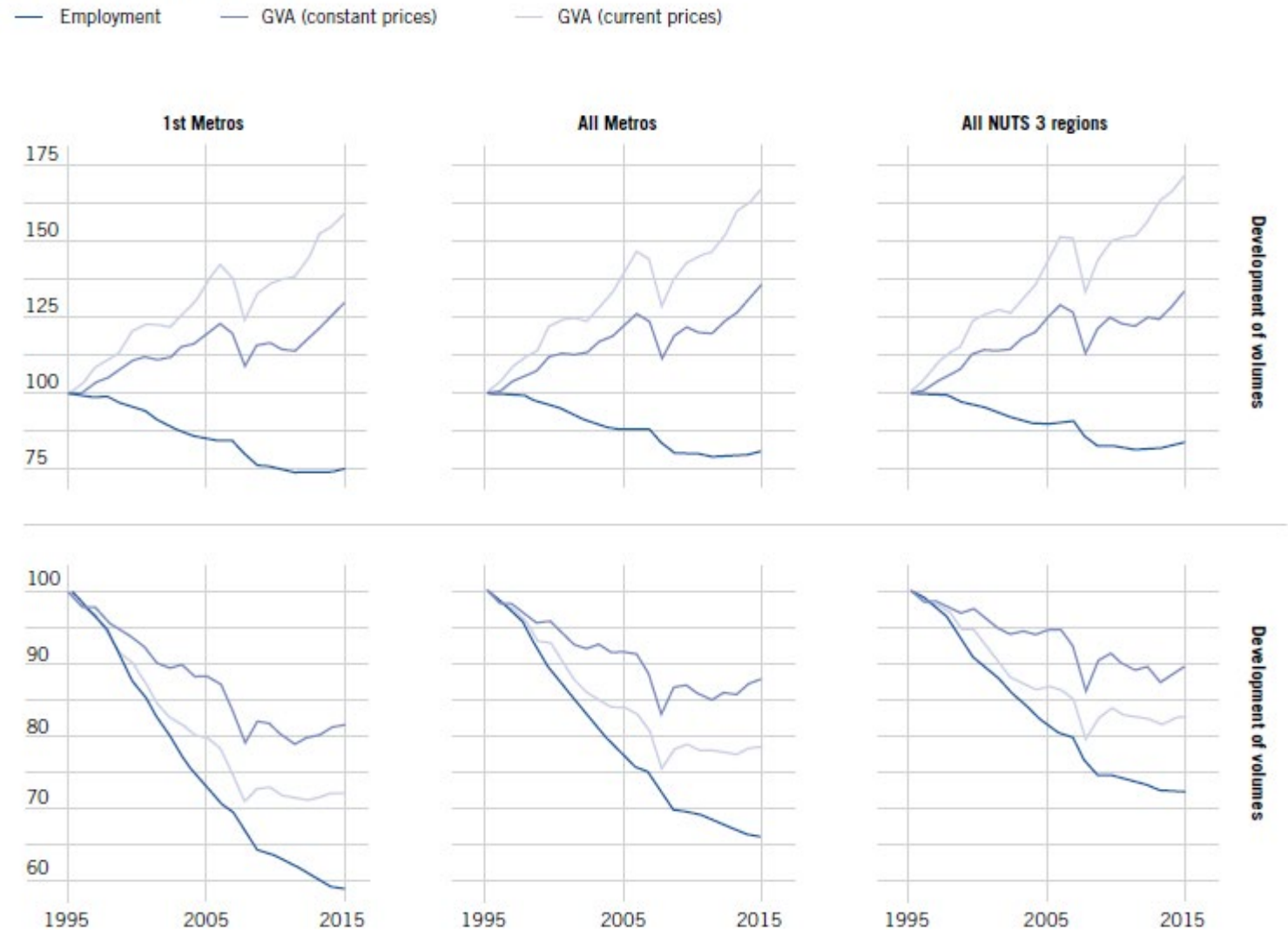
# The present and future of the manufacturing sector in cities and metro-regions

# 01

6/17/2024

PowerPoint templ

FIGURE 5: DEVELOPMENT OF PRODUCTION IN EUROPEAN (METRO) REGIONS DUE TO DIFFERENT PERFORMANCE INDICATORS  
1995-2017; Index 1995 = 100



Source: ARDECO (JRC/EC); WIFO calculations. Notes: Figure reports indices such that 1995 = 100 throughout. Top panel presents levels, bottom panel shares in the respective aggregate

# MISTA\_IL TEMA

## SFIDA: Una nuova alleanza tra città e industria?

- **Le aree metropolitane sono sfidate dalla ristrutturazione della propria base economica** – declino delle attività manifatturiere
- **Aziende alla ricerca di nuove localizzazioni**– delocalizzazione in periferie di aree metropolitane o all'estero / nuove funzioni economiche nei centri urbani

### MISTA – Stakeholders:

City of Vienna (lead stakeholder) (AT),  
City of Oslo (NO),  
City of Berlin (DE),  
City of Warsaw (PL),  
Riga Planning Region (LT),  
Turin Metropolitan City (IT),  
Verband Region Stuttgart (DE)

### MISTA – Partners



**LATITUDE**

# MISTA\_ il contesto

## 1. Società post-industriale o società iper-industriale

Il manifatturiero rimane un pilastro cruciale dell'economia urbana, ma meno visibile rispetto al passato, spesso nascosto dal modo in cui raccogliamo i dati

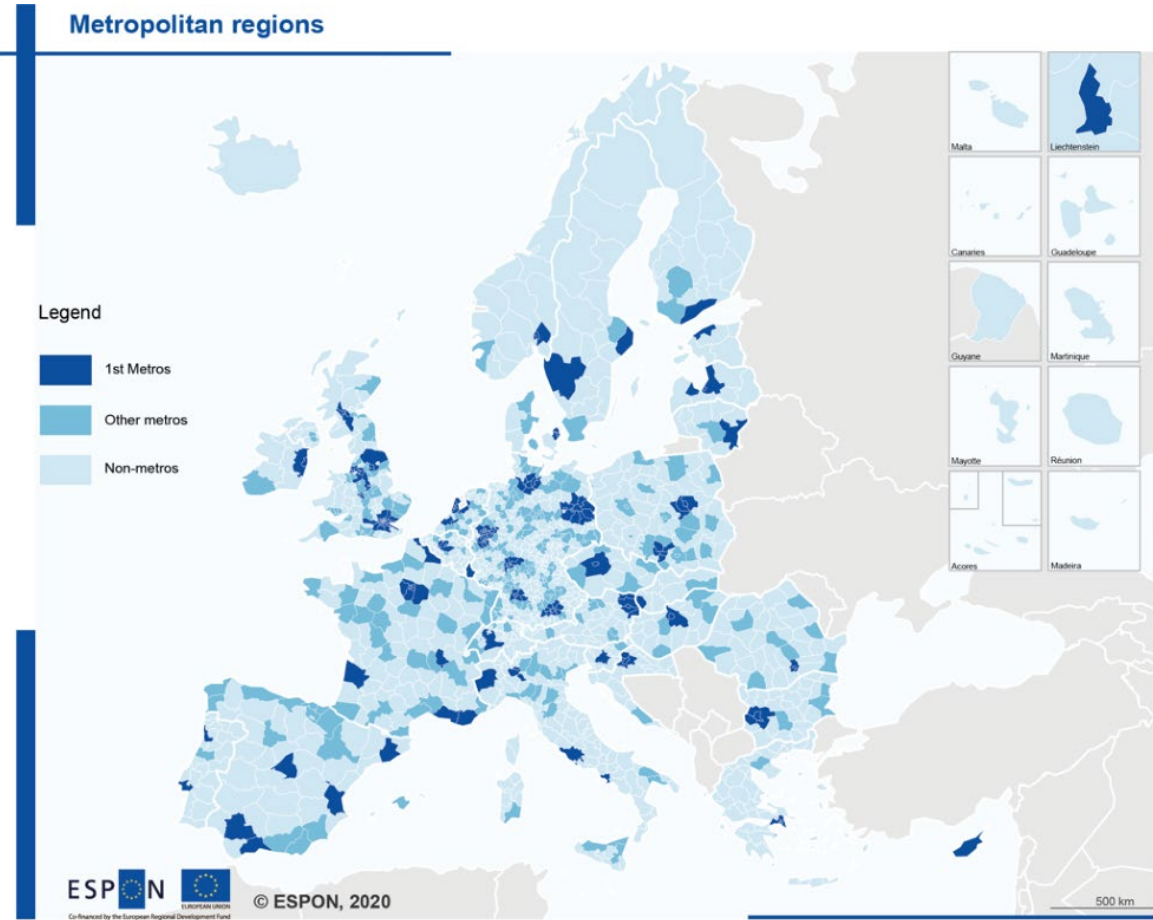
**Il mercato economico è sempre più un continuum in movimento, piuttosto che un insieme di settori chiaramente separati.**

## 2. Mondo post-urbano

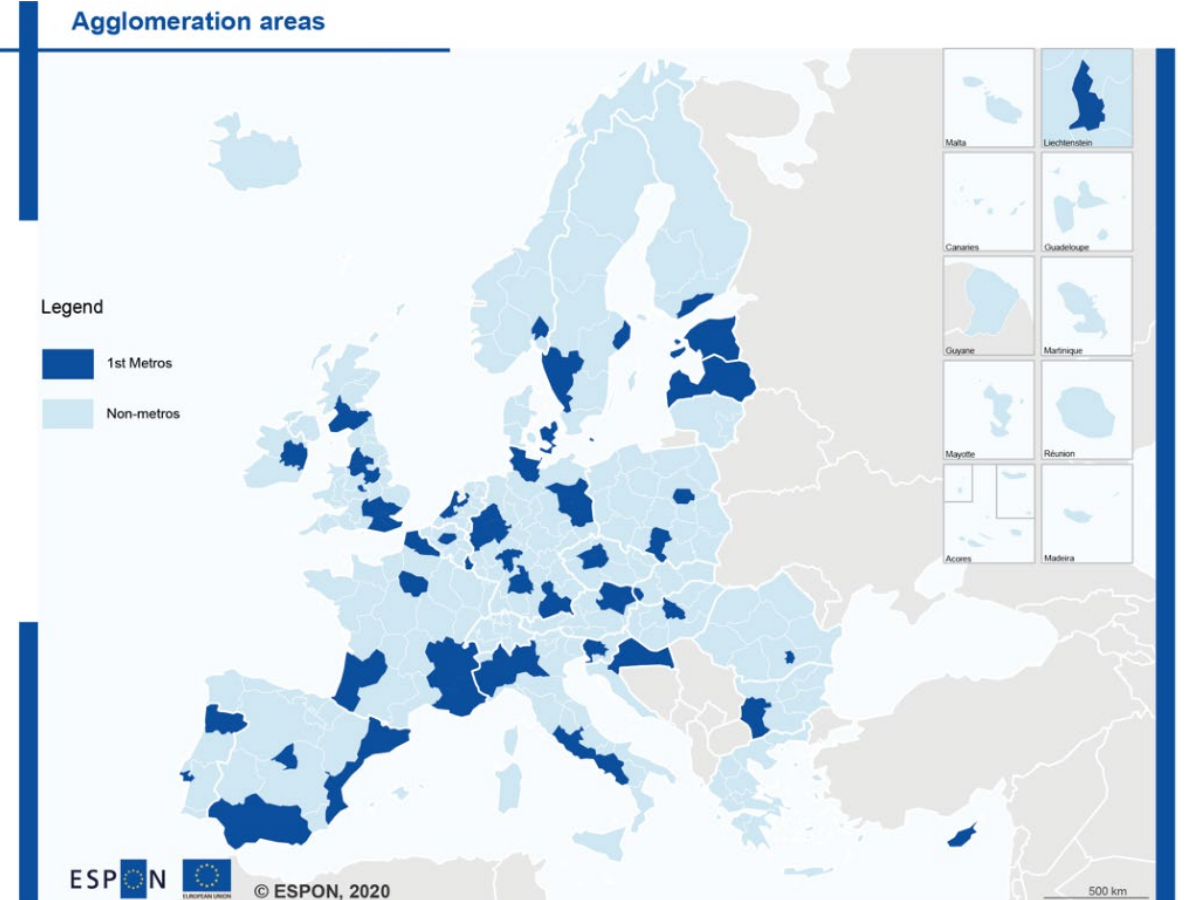
**Le città sono cambiate e dobbiamo andare oltre un immaginario urbano tradizionale:** adottare una prospettiva in grado di integrare l'urbano all'interno di una dimensione regionale più ampia, se non globale e translocale.



# MISTA\_ la scala dell'agglomerazione metropolitana



Territorial level: NUTS 3 (version 2019)  
Source: ESPON MISTA Project, 2019  
Origin of data: Eurostat, 2016; ESPON Wide MapKit  
© Eurostat for administrative boundaries



Territorial level: NUTS 2 (version 2019)  
Source: ESPON MISTA Project, 2019  
Origin of data: Eurostat, 2016; ESPON Wide MapKit  
© Eurostat for administrative boundaries

Q: RegioDatabase (Eurostat); WIFO calculations.

## MISTA: una rinnovata visione di 'manifattura'

Sulla base di una discussione con le città interessate e di un esame della situazione dei dati europei, sono stati analizzati i seguenti settori (e gruppi NACE):

- Trasporti e logistica (NACE H),
- Commercio all'ingrosso e stoccaggio (NACE 46 + 45),
- Produzione competitiva (NACE C),
- produzione per i mercati locali (NACE C),
- servizi materiali, compreso il settore edilizio (NACE F),
- Servizi di riparazione (NACE 95).



# MISTA: alcune evidenze

## La produzione è ancora cruciale...

- Nel 2018, la produzione da sola ha rappresentato oltre il 60% del totale delle attività di ricerca e sviluppo nell'UE e in Norvegia.
- Anche la **produttività e i vantaggi salariali dell'industria** aumentano in contesti metropolitani: la produttività industriale a prezzi costanti è aumentata tra il 70% (regioni metropolitane) e il 60% (tutte le regioni dell'UE) nel periodo 1995-2017,
- **Più della metà (54%) della forza lavoro nell'industria europea** (ovvero 19,8 milioni di persone) **è impiegata nelle regioni metropolitane** e quasi due terzi (64%) della produzione industriale dell'intera Unione europea è generata in queste regioni..

## ... soprattutto nelle AA (metro-regions)

- I dati confermano il ruolo dell'industria come "**macchina di produttività**" per le regioni metropolitane.
- Dopo un sostanziale calo dell'occupazione e della quota di GVA nelle città dal 1970, siamo in una fase di sviluppo molto più stabile dalla "Grande Recessione" nel 2009.
- Sebbene vi sia stata una chiara tendenza al ribasso dell'occupazione nell'industria (settori B a E della NACE) nella maggior parte delle aree urbane europee, gli sviluppi in termini di GVA sono stati tutt'altro che **uniformi e fortemente influenzati dalle caratteristiche metropolitane**.
- **La maggior parte del "declino" dell'occupazione industriale è dovuto a un sostanziale miglioramento della produzione industriale all'interno delle città.**
- Gli effetti della "**vera deindustrializzazione**", sono spesso bilanciati da effetti aggiuntivi derivanti dalla crescita delle aree metropolitane o dei paesi in general

## ...dove stanno emergendo nuovi modelli spaziali.

- Negli ultimi 30 **anni la produzione ha favorito le periferie urbane**: l'industria si è sviluppata più favorevolmente nei dintorni metropolitani più ampi che nel nucleo metropolitano.
- Tuttavia, le regioni **metropolitane rimangono luoghi centrali per l'industria moderna**: l'industria è sempre più localizzata nelle regioni metropolitane più ampie, ma ha ancora bisogno dei servizi complementari legati all'industria situati nei nuclei metropolitani per il successo sul mercato.
- Vi è una **maggiore domanda di attività legate all'economia circolare e all'offerta di beni pubblici nei nuclei urbani**, nonché una **crescente domanda di produzioni personalizzate in gran parte su piccola scala nei centri urbani**

## ...naturalmente, l'industria è cambiata nelle Aas...

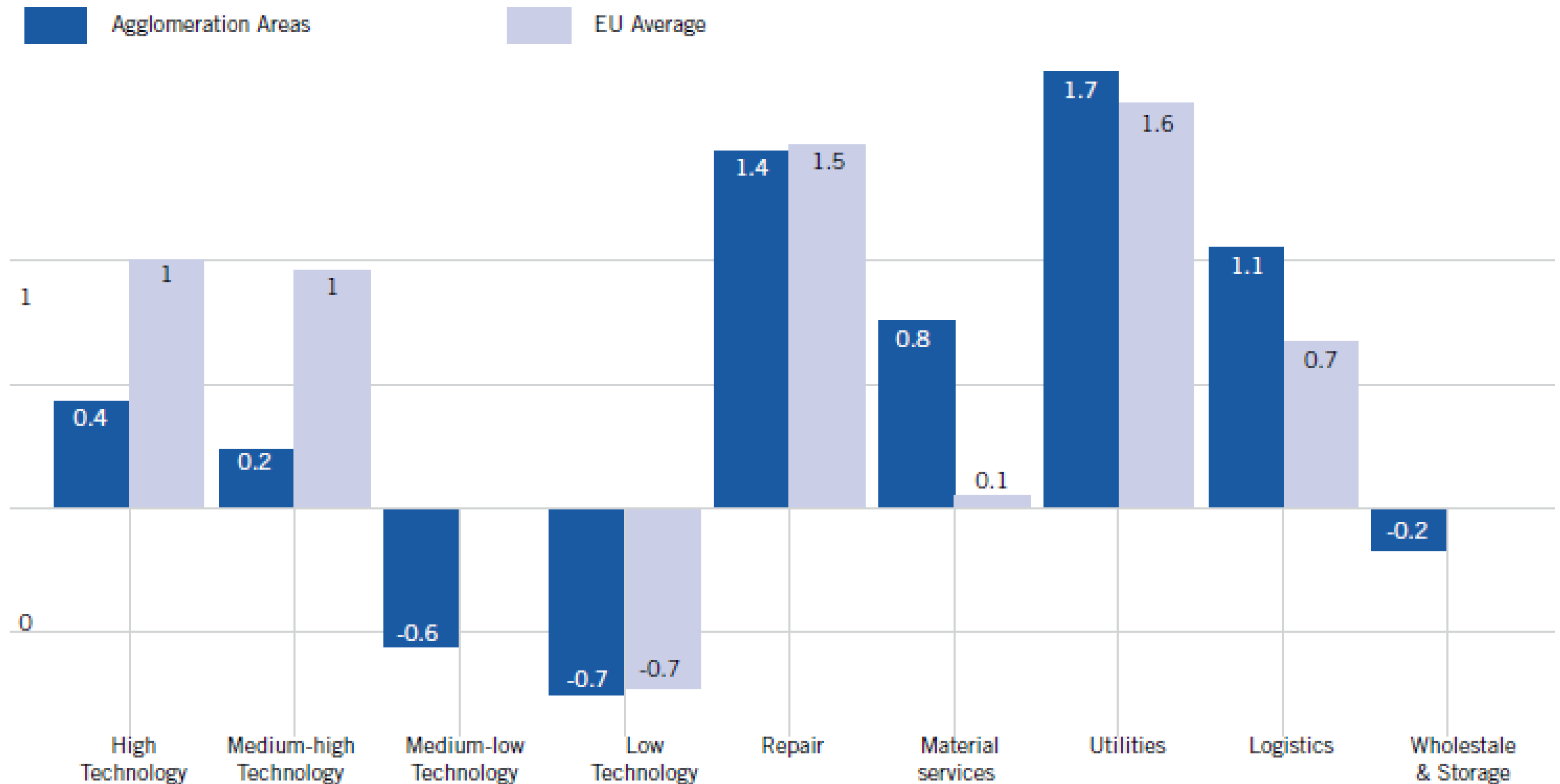
- Questo tipo di **produzione differisce enormemente per natura dalla produzione** di massa su larga scala che viene solitamente associata al termine "industria": **produzione su piccola scala di beni altamente personalizzati con un impatto ambientale basso o addirittura favorevole.**
- Il riciclo e la gestione dei rifiuti, l'approvvigionamento idrico ed elettrico, alcuni settori **manifatturieri vicini ai consumi** (ad esempio mobili, alimenti e bevande,..) sono cresciuti più fortemente nelle aree urbane che altrove, anche in termini di occupazione.

Mentre questi rami sono ancora limitati nelle quote di occupazione urbana, alcune parti della produzione potrebbero effettivamente tornare nelle regioni metropolitane.

## Alcuni settori e rami industriali dovrebbero registrare in futuro notevoli tassi di crescita nelle regioni urbane:

- 1. Settori delle utilities e della logistica**, il cui sviluppo è influenzato principalmente dalla crescita della popolazione urbana e dal crescente desiderio di queste popolazioni di servizi pubblici e mobilità.
- 2. Settori manifatturieri ad alta tecnologia e altamente qualificati**, il cui sviluppo è principalmente guidato dai vantaggi localizzativi delle località come sedi ad alto salario che, tuttavia, forniscono anche forti vantaggi di localizzazione per le innovazioni tecnologiche.
- 3. Settori orientati al consumatore con un alto grado di differenziazione dei prodotti**, che beneficino anche della crescita della popolazione e del crescente desiderio dei consumatori di beni differenziati ma prodotti localmente

FIGURE 7: AVERAGE ANNUAL GROWTH 2010-2016 OF TYPES OF PRODUCTION ACTIVITIES IN THE AAS

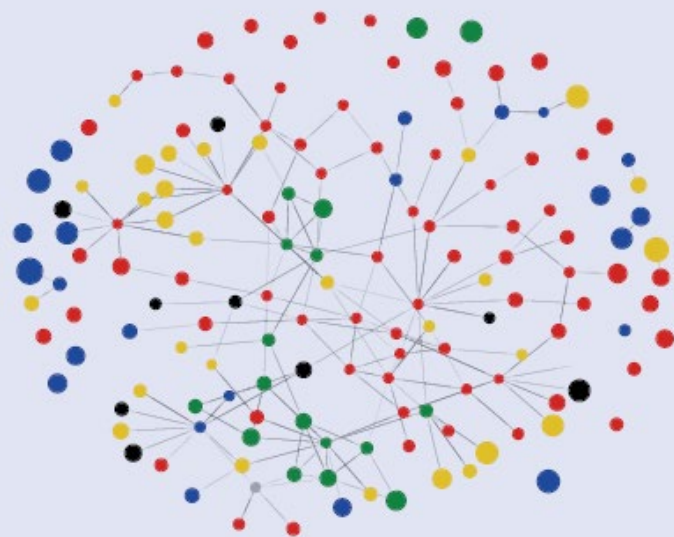


Source: Eurostat, Structural Business Statistics and WIFO regional structure data base.

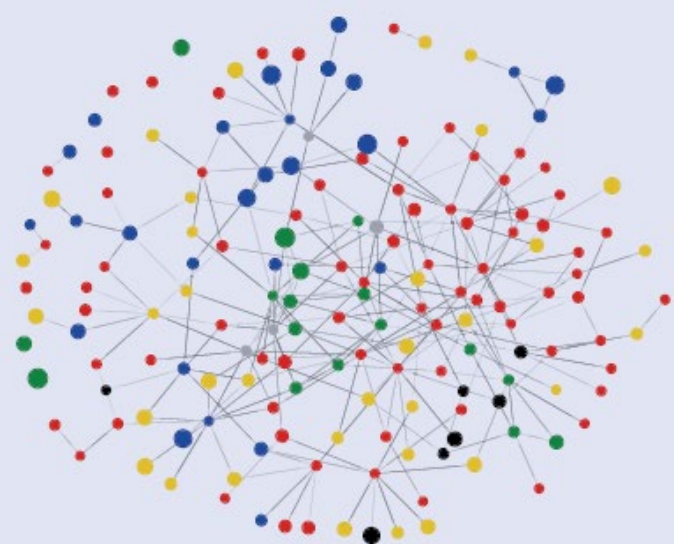


FIGURE 9: NETWORK OF BRANCHES IN BERLIN, OSLO, STUTTGART, TORINO, WARSZAWA AND WIEN

## BERLIN



## OSLO

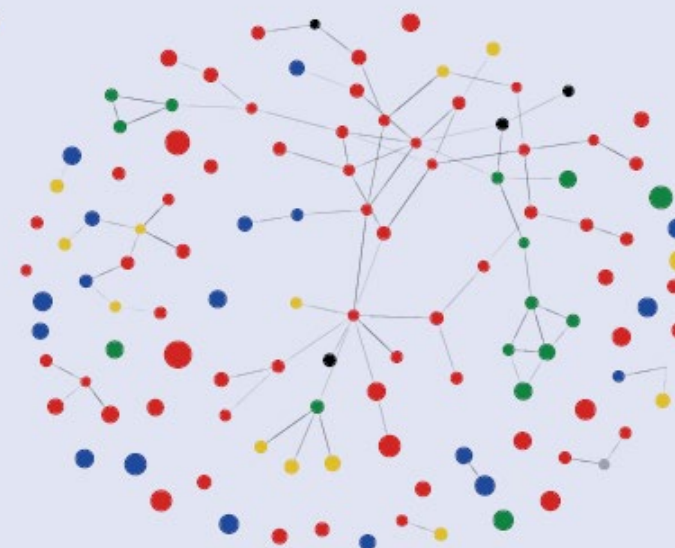


A+B: Agriculture  
 C: Manufacturing  
 D+E+F: Trade & Logistics  
 G+H: Trade & Logistics  
 I-N: Other private services  
 O-T: Public services

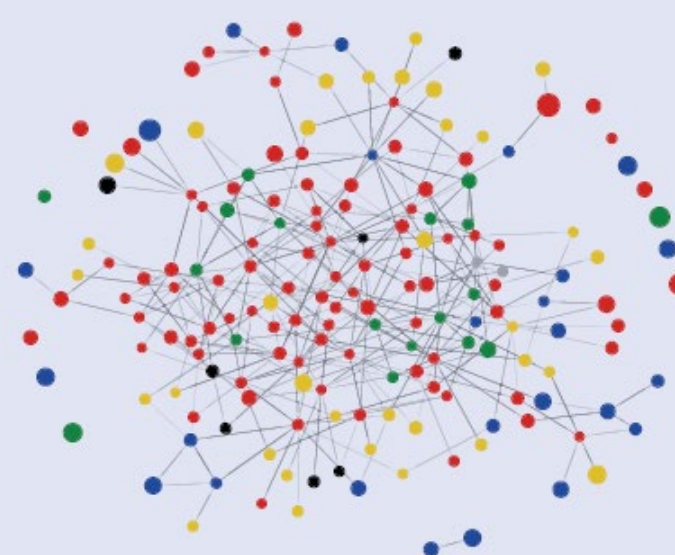
Employed Persons ● 5k ● 10k ● 20k ● 30k ● 40k

Source: Statistics Austria, Istat, Federal Employment Agency, BA Statistics Norway, network structure based on Neffke et al. (2017B), MISTA team calculations; For illustrative purposes, only NACE 3-digit branch groups marking production activities (in bold) and non-production activities with strong links to production activities with at least 100 employees are displayed.

## STUTTGART



## TORINO



A+B: Agriculture  
 C: Manufacturing  
 D+E+F: Trade & Logistics  
 G+H: Trade & Logistics  
 I-N: Other private services  
 O-T: Public services

Employed Persons ● 5k ● 10k ● 20k ● 30k ● 40k

## ... c'è un terreno fertile per le politiche industriali in grado di mantenere l'industria nelle città

- Dal punto di vista **della politica economica**, questi risultati empirici consentono quindi una visione cautamente ottimistica sull'ulteriore sviluppo dell'industria nelle regioni urbane europee.
- Suggestiscono che potrebbe **esserci un terreno fertile per politiche industriali volte a rafforzare la base industriale metropolitana**.
- Esistono vantaggi in termini di produttività nelle città-regioni che determinano la competitività delle città-regioni. Il mantenimento di elevati livelli di produttività sarà di fondamentale importanza per **mantenere la produzione nelle città**, anche se ciò implica una crescita dell'occupazione più lenta in questo settore.
- I dati confermano la necessità di **adottare nuove lenti quando si cerca di cogliere la natura della produzione contemporanea e le** sue implicazioni sulle politiche pubbliche nelle regioni metropolitane

# Exploring the metropolitan dimension

02



Advanced Building Systems  
Civil Engineering  
Construction Management



TABLE 4: SWOT PROFILE FOR THE BERLIN, OSLO STUTTGART, TORINO; WARSZAWA AND WIEN METROPOLITAN REGIONS

<h3>Berlin</h3> <p><b>STRENGTHS (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Inland passenger water transport</li><li>• Freight rail transport</li><li>• Development of building projects</li></ul> <p><b>OPPORTUNITIES (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Passenger air transport</li><li>• Wholesale of information and com. equipment</li></ul> <p><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Waste treatment and disposal</li><li>• Construction of utility projects</li><li>• Steam and air conditioning supply</li><li>• Repair of personal and household goods</li><li>• Warehousing and storage</li></ul>	<h3>Oslo</h3> <p><b>STRENGTHS (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Wholesale of information &amp; com. equipment</li><li>• Passenger air transport</li><li>• Wholesale on a fee or contract basis</li><li>• Man. of pharmaceutical preparations</li><li>• Wholesale of household goods</li></ul> <p><b>OPPORTUNITIES (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Man. of communication equipment</li><li>• Manufacture of jewellery, and related articles</li><li>• Manufacture of wearing apparel</li><li>• Manufacture of electronic components and boards</li><li>• Electric power generation, transmission</li></ul> <p><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Support activities for transportation</li><li>• Other specialised wholesale</li><li>• Construction of roads and railways</li></ul>
<h3>Stuttgart</h3> <p><b>STRENGTHS (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Manufacture of motor vehicles</li><li>• Manufacture of parts &amp; accessories for motor vehicles</li><li>• Man. of metal forming machinery &amp; machine tools</li><li>• Man. of communication equipment</li><li>• Man. of instruments and appl. for measuring etc</li></ul> <p><b>OPPORTUNITIES (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Sale, maintenance &amp; repair of motorcycles</li><li>• Warehousing and storage</li><li>• Manufacture of wiring and wiring devices</li><li>• Manufacture of electric motors, etc</li><li>• Man of air and spacecraft and related machinery</li><li>• Electric power generation, transmission</li></ul> <p><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Waste treatment and disposal</li><li>• Construction of utility projects</li><li>• Steam and air conditioning supply</li><li>• Repair of personal and household goods</li><li>• Warehousing and storage</li></ul>	<h3>Torino</h3> <p><b>STRENGTHS (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Man. of motor vehicles</li><li>• Man. of parts and accessories for motor vehicles</li><li>• Man. of air and spacecraft and related machinery</li><li>• Forging, pressing, stamping and roll-forming of metal</li><li>• Manufacture of computers and peripheral equipment</li></ul> <p><b>OPPORTUNITIES (5 LARGEST)</b></p> <ul style="list-style-type: none"><li>• Man. of general-purpose machinery</li><li>• Manufacture of electric motors, generators etc.</li><li>• Sale, maintenance &amp; repair of motorcycles</li><li>• Manufacture of refined petroleum products</li></ul> <p><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Manufacturing n.e.c.</li><li>• Sewerage</li><li>• Other postal and courier activities</li><li>• Manufacture of medical &amp; dental instruments</li></ul>

## Warszawa

- STRENGTHS (5 LARGEST)**
- Manufacture of basic pharmaceutical products
  - Passenger air transport
  - Transport via pipeline
  - Manufacture of pharmaceutical preparations
  - Wholesale of information & com. equipment

- OPPORTUNITIES (5 LARGEST)**
- Man. of railway locomotives and rolling stock
  - Man. of basic chemicals
  - Man. of agricultural and forestry machinery
  - Manufacture of footwear products
  - Manufacture of other textiles

- THREATS**
- Sale of motor vehicles
  - Manufacture of electronic components and boards

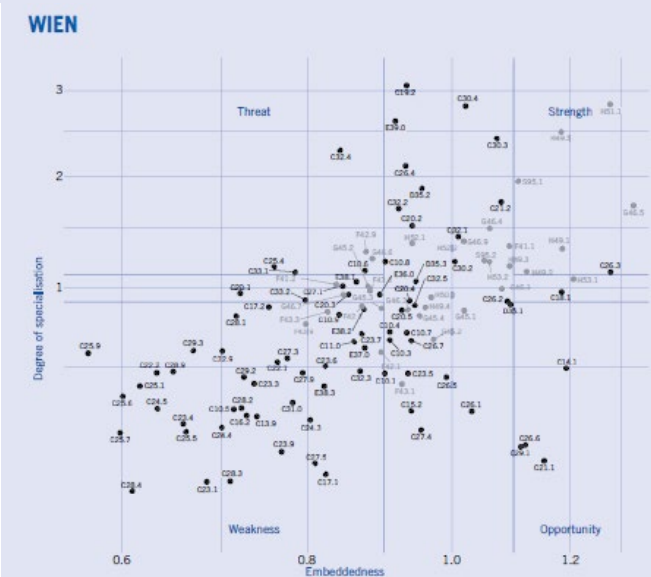
## Wien

- STRENGTHS (5 LARGEST)**
- Passenger air transport
  - Transport via pipeline
  - Wholesale of information and com. equipment
  - Repair of computers and com. equipment
  - Passenger rail transport, interurban

- OPPORTUNITIES (5 LARGEST)**
- Man. of wearing apparel
  - Man. of irradiation & electrotherapeutic equipment
  - Man. of motor vehicles
  - Man. of basic pharmaceutical products

- THREATS**
- Manufacture of games and toys
  - Construction of other civil engineering projects
  - Wholesale of machinery, manufacture of grain mill products etc.
  - Repair of fabricated metal products

FIGURE 10: SWOT PROFILE FOR BERLIN, OSLO STUTTGART, TORINO, WARSZAWA AND WIEN



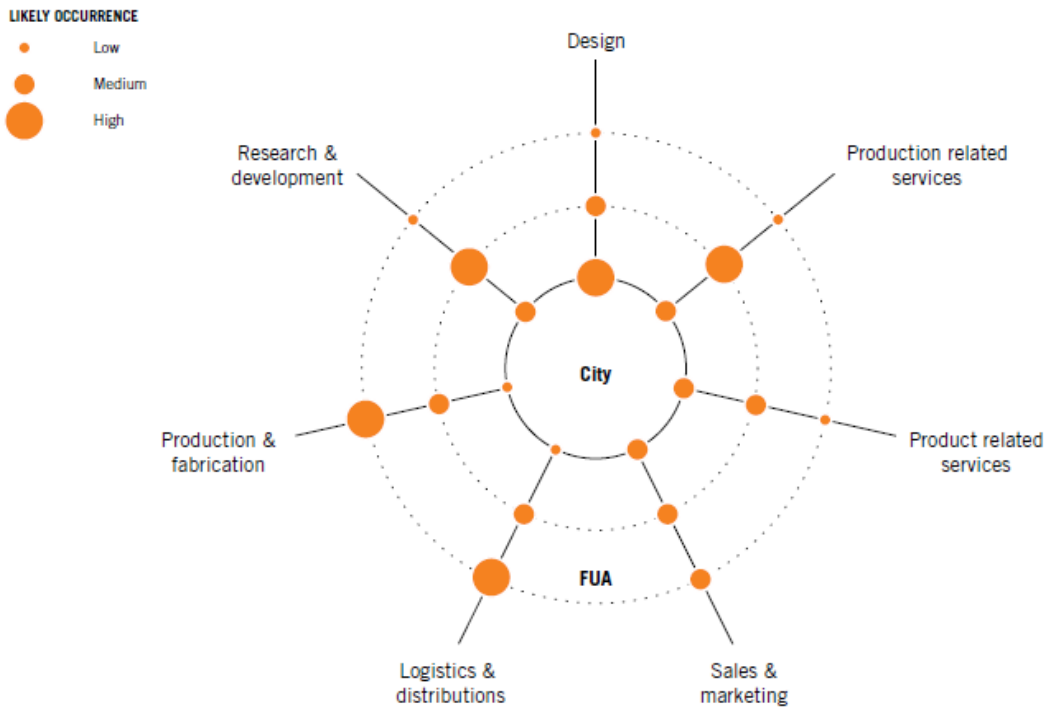
- Quale dovrebbe essere il ruolo del settore pubblico?

Il settore pubblico dovrebbe fornire leadership o allineare gli attori locali che definiscono le missioni? Oppure il settore pubblico dovrebbe fornire le condizioni più adatte per la leadership e le iniziative al di fuori del settore pubblico per affrontare queste sfide consentendo al mercato di prosperare?

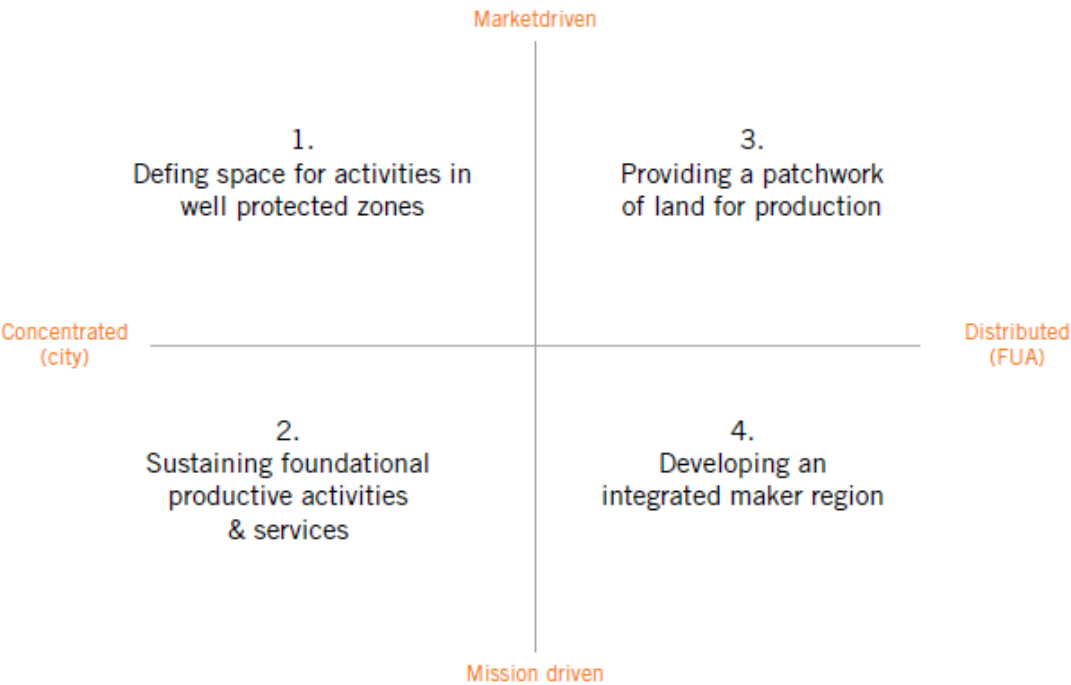
- Quale dovrebbe essere la portata dell'azione?

- L'azione dovrebbe essere guidata da core urbani forti che possano allineare la loro base imponibile, i loro lavoratori altamente qualificati e le organizzazioni di ricerca? Oppure l'attenzione dovrebbe concentrarsi **sulle regioni metropolitane**, dove lo spazio è più accessibile, dove l'accessibilità e i costi di trasporto sono inferiori, dove i costi del lavoro possono essere più accessibili e dove vi è una minore probabilità di conflitto tra gli usi del suolo?

FIGURE 11: SEVEN STEPS WITHIN A PRODUCTION PROCESS, INDICATING THEIR OCCURRENCE WITHIN A FUNCTIONAL URBAN AREA.



Source: Based on Bryson 2009, interpretation ESPON MISTA (2020).



Source: Adapted from ESPON MISTA (2020).



# FUTURE WORKSHOPS

## INSPIRATIONAL CASES

### MACRO



### MICRO

Which are the most relevant cases for your city?  
Place a star on up to 5 of the most relevant cases.



## SCENARIOS

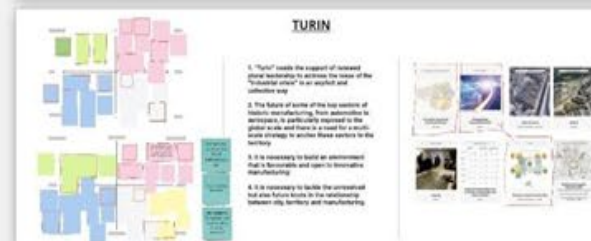


Where would you position your city?  
What is your current policy?

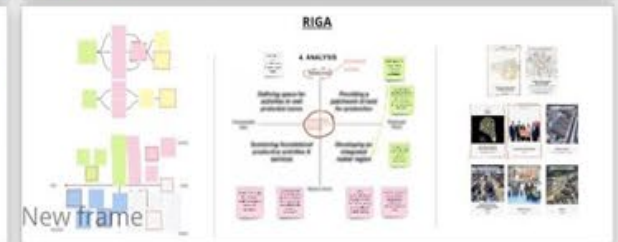
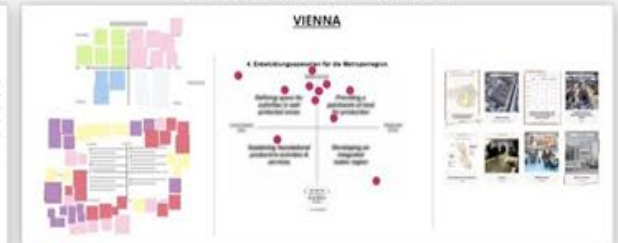


## REFLECTIONS

### CITIES WORKING WITH STATEMENTS



### CITIES WORKING WITH SCENARIOS



## Driving into the future. Sites for a changing automotive industry in Stuttgart Region, Germany

"Stuttgart Region is often dubbed the cradle of the automobile. In fact, the contribution of car manufacturing to the region's jobs, GDP, and prosperity is outstanding. For that reason, the apparent transformation from combustion engines to electric powertrains will cause far-reaching changes in terms of production and logistics but also in the local economy and labor market.

In spatial terms, these changes cause – at least temporarily – an additional demand for industrial sites: Locations for emerging technologies and respective supply chains are hard to find in a densely populated area. Moreover, warehouses and cargo handling are among the least attractive options: ample space, heavy traffic and emissions – but a limited number of jobs and little contribution to local tax revenues. However, these facilities are essential for the industrial base.

The Verband Region Stuttgart works with the 179 municipalities that oversee local land use planning and zoning to provide the necessary sites."

**Thomas Kivitt**

— Managing Director, Verband Region Stuttgart

## Planning for a new productive city, Berlin, Germany

"For years Berlin has witnessed a steady growth of both the population and the economy. However, the other side of the coin reveals a loss, especially related to those manufacturing areas vital for the economy's functioning. Areas that are home to crafts businesses, local production of small scale, and construction companies. Due to the increasing shortage of land and rising land prices, many of these essential but low-yield branches are being priced out of inner-city locations into the urban hinterland by residential, office and retail.

Among other activities, the Berlin Senate countersteers with its Urban Development Plan (UDP) Economy 2030 and an initiative for new municipal craft and trade centers. Nevertheless, to evaluate and further develop strategies and instruments, policymakers need a broader knowledge basis of the processes behind and potential solutions.

The view from the outside by independent scientists on Berlin and from Berlin to other European cities can set new impulses for Berlin – these have been a great motivation to engage in the ESPON MISTA project and support the production of this handbook, presenting the main results of the project."

**Elke Plate, Philipp Perick**

— Senate Department for Urban Development,  
Building and Housing, Berlin



# (re)assembling the productive city handbook

Mista Team, ESPON 2022

# MAKING GROUND

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# (re)assembling the productive city handbook

Mista Team, ESPON 2022

# MAKING GROUND



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# Reassembling the productive city: crucial steps for policy makers to take action

# 04





- VISIONS AND STRATEGIC FRAMEWORK
- PLANS AND POLICIES
- TOOLS AND PROGRAMS
- PROJECTS



## SUPPORT TO KNOWLEDGE PRODUCTION: NEW METHODOLOGIES, OBSERVATORIES, AND MONITORING TOOLS

There is a growing and shared awareness of the need to develop new analytical approaches. Additionally, there is a growing mismatch between the changing nature of the manufacturing system and the official portrait produced by national and local statistics. Several cities have started to invest in initiatives, projects, observatories that investigate the nature of the contemporary productive city, understanding the nature of the crisis that is affecting them, but also the nature of new productive initiatives that are emerging, both in core city and metropolitan areas.

## VISIONS, PROBLEM SETTING AND METROPOLITAN GOVERNANCE: GENERATING NEW AWARENESS AND CAPACITY TO REACT BY NEW POLICY APPROACHES

Efforts to develop metropolitan/regional perspectives can consistently contribute to the formulation of new visions. The first step has often to do with problem setting: conceptualising the problems needs momentum, leadership, collaboration, dialogue. The second with the act of visioning and promoting spatial strategic foresight. Moving from a more structured governance framework, able to support integrated strategies and visions, to more voluntary, progressive forms of mobilization based on more incremental and tactical approaches, can enhance the public sector pivotal role in promoting those new spatial imaginaries. These are supported by transcalar alliances that are crucial in dealing with the global and local nature of the contemporary productive city. For a vision to be enacted and able to inspire official policies, plans and concrete projects, an enlarged dialogue with stakeholders is essential.

## THE ROLE OF SPATIAL PLANNING: REINVENTING PLANNING TO REINVENT THE MANUFACTURING CITY

The role of spatial planning in the productive city can be different: ranging from a strong regulative approach based on traditional planning functions (like land use regulation and zoning), a design reflecting new spatial patterns to host the industry in the city or the experimentation of urban regeneration strategies and the design of new industrial functions in the fringes of the urban region. Moreover, cities also look for a new dialogue between spatial planners and economic actors, to reduce the communication and knowledge gap and reinforce the co-production of knowledge as the basis for a more efficient planning process.

## INNOVATIVE TOOLS AND PROGRAMS TO OPERATIONALISE THE NEW RELATIONSHIP BETWEEN THE CITY AND THE INDUSTRY

A wide range of tools has been designed and implemented to support the contemporary productive city: from public and private agencies and incubators to fiscal incentives and regulative tools; or models of business parks and productive districts. Many of them are based on experimental collaboration between the public and the private sector. Public investment is often needed to cover essential infrastructure, pioneer new technology and showcase new development approaches. Moreover, programs involve services such as training, education, research, and development to activate spaces, as they provide interpretations of an integrated and sustainable development approach. This is done by paying new attention to both the hardware (space and technology) and the software (capacity building, skills, and management).

## INNOVATIVE URBAN AND ARCHITECTURAL DESIGN SOLUTIONS

Cities and metropolitan areas are investing in innovative functional and spatial solutions, facilitating a new dialogue between the existing urban fabric and the manufacturing sector. Pilot projects are experimenting with the coexistence conditions between economic functions and liveability, moving from large-scale infrastructures redevelopment to small and medium-size neighbourhoods located in the city centres or in the urban fringes. Functional mix, quality of built-up and open spaces, participation of local entrepreneurs and citizens seem to be strategic ingredients. Together with the emergence of new actors, universities, foundational economy activities are completely reshaping the scene.



# R.1

## KNOWLEDGE CO-PRODUCTION.

### RECONCEPTUALISING THE PRODUCTIVE CITY

## R.1.1

Cities and metropolitan areas need clear insights into industrial processes and their impacts. They can promote new in-depth data analysis in support of strategic decision making.

Available statistical data is focused on jobs, employment density, turnover, and land values. This, on the one hand, offers a limited understanding of how the local economy works; on the other, from a policy perspective, it favours the focus on services-oriented activities over production activities. The links between businesses, value-added and the multiplier effects are very difficult to quantify when services and manufacturing become particularly hybridised: it becomes even more difficult when it comes to analysing the benefits and impacts of issues such as local food production, the circular economy, or social aspects of employment.

## CASE

### SALZBURG DATA COLLECTION

A permanent survey for monitoring spatial dynamics of the production activities

The City of Salzburg, one of the most tertiarised cities in Austria, is facing increasing conflicts over land use due to the limited availability of land. In this light, it has decided to develop and finance a land-use monitoring tool allowing for an analysis of the dynamic changing land-use patterns within the city. Through onsite observation, the survey allowed policymakers to know what is happening on the ground, rather than relying only on the limited statistical data which can easily overlook multiple occupancies on a site or discrepancies (such as for retail on industrial land). Running on a permanent base since 2004 (repeated in 2011 and 2019 when updating the spatial development plans), the survey produced a database that allows tracing the evolution of land use in the last 15 years and reflecting on the effects of zoning and regulation over space.



Salzburg data collection –  
Example of Elaboration  
© Ingenieurbüro ICRA  
(courtesy of Alexander Schwab)

# R.1

## KNOWLEDGE CO-PRODUCTION.

### RECONCEPTUALISING THE PRODUCTIVE CITY

#### R.1.2

Cities and metropolitan areas should constantly remain engaged with the productive city. They can help facilitate strategic collaboration and dialogue among stakeholders.

Manufacturing and production processes are in constant evolution. Cities and metropolitan areas can support development processes by providing a space of exchange and interaction, that foster appropriate conditions for a productive city. A constructive and regular dialogue between stakeholders is needed to ensure that cities are shaped to fit many different aspects of the production process (such as office spaces mixed with production space, leisure spaces mixed with creative uses and activities related to the foundational economy). A metropolitan perspective can help in dealing with these challenges, based on the construction of permanent forums for stakeholder collaboration and dialogue.

#### CASE

##### THE BRUSSELS CIRCULAR ECONOMY PLAN

A space for inter-institutional cooperation for understanding and promoting the transition

BeCircular, the Brussel Circular Economy Plan, is a framework developed by the Brussels-Capital Region to encourage the transformation of a linear economy (extract - produce - consume - dispose) into a circular economy (reclaim - produce - consume - reuse). Lacking a strong metropolitan government structure, as well as aiming at providing a new vision among stakeholders, BeCircular adopted a decentralised approach in order to get onboard a vast range of different actors. In so doing, it increased awareness and communicated the general ambitions of the circular economy, giving smaller and ambitious businesses the opportunity to take risks. It created a space for inter-institutional collaboration and put Brussels on the map as one of the forerunners in circular economy policy. The "mission driven" policy approach has cascaded into other areas such as agri-foods and mobility.



The cement industry of Brussels, moving towards a more resilient approach.  
© Hananel Cédric, Bélin Hughes.  
"L'économie circulaire en Région de Bruxelles-Capitale", 2019. Ed. The Word Company.

## R.1

## KNOWLEDGE CO-PRODUCTION.

## RECONCEPTUALISING THE PRODUCTIVE CITY

## R.1.3

Metropolitan authorities should support territories in finding their role in the value chain. Public authorities can foster cooperation and integrated visions to ensure their economies remain competitive and cohesive.

Economic processes are rarely overlaying institutional boundaries. The public sector can provide consistent terms and services to business and local authorities to avoid internal competition among territories, while offering knowledge resources and capacity building between different sectors and specialisation. On the one hand, metropolitan areas should be conceived as a network of clusters that integrate a range of related products and services. This is even more crucial to address promote mission-oriented challenges such as the circular economy. On the other hand, governance fragmentation, unequal taxation and non-coordinated land use planning in metropolitan areas can create contradictions and obstacles, competition, and failures, as well as unnecessary socio-environmental and economic costs.

## CASE

## THE GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY

A vision and a strategic plan to tackle the economic transition

In 2019 the Greater Manchester Combined Authority elaborated its Industrial Strategy. The strategy is based on a careful investigation of the local situation in all 10 districts (Prosperity Review), which concluded that, despite a consistent process of restructuring of the economy, the Greater Manchester has still a strong manufacturing base, but the share of low-paid jobs in the foundational economy is growing, so does the internal inequalities of economic potentials among the 10 districts that compose the Greater Manchester. In order to reverse this process, the Industrial Strategy aims at increasing the innovation potential in different fields and stimulating territorially balanced growth. A consistent effort to create evidence-based statements, a wide partnership between the different actors to contribute to the planning and implementation of the strategy, strong lobbying power towards the national government are crucial elements for such an initiative, which is not easy to replicate but can be adapted to less structured governance frameworks.



© Greater Manchester Authority



## R.2

## SPATIAL FORESIGHT.

FOSTERING NEW SPATIAL CONDITIONS FOR THE  
DIALOGUE BETWEEN THE INDUSTRY AND THE CITY

R.2.8  
SPECIFIC  
METROPOLITAN  
LEVEL  
RECOMMENDATIONS

Metropolitan areas should explore new tools to support economic development for industrial land, manufacturing, and productive activities.

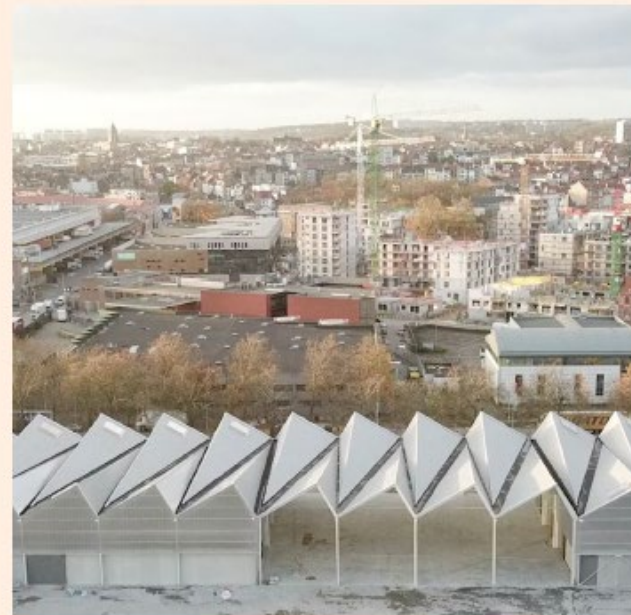
Municipalities surrounding cities often position themselves against industrial development for several issues, like NIMBYism, lack of financial incentives (such as tax revenues) or a lack of interest in the kind of work that is being offered. For this reason, local and metropolitan institutions find it easier to implement restrictions rather than provide incentives for industrial activities. To contrast this trend and encourage a better planned industrial development, incentives can be important tools to steer industrial development towards sustainable principles and help municipalities in taking advantage of good economic opportunities. This means, for example, providing funds to develop the infrastructure and services which are needed for sustainable economic development. But also means to reduce the burden of bureaucratic and administrative procedures on businesses at the local level.

## CASE

## CITYDEV.BRUSSELS

A publicly owned development agency at metropolitan level

The Citydev.brussels initiative is a publicly owned development agency that operates at the scale of the Brussels Capital Region. It is a QuaNGO – a quasi-non-governmental organisation, owned by the Region of Brussels, but functioning under a private structure with a public mandate. It helps drive economic planning and is involved in area development, innovation, matchmaking opportunities, investments and to some extent, in community engagement. Citydev works in three different directions. Firstly, it aims to provide affordable (subsidised) housing for key middle-income families within the region. Secondly, it aims to attract and retain industrial, semi-industrial, craft and service companies by offering real estate infrastructure (land or buildings) through attractive conditions and prices. More recently, the company has begun developing new regulations allowing for mixed-use in several key areas across the region. Citydev helps to enact government policy and best practices and provides a pioneering role in developing new building typologies and implementing new construction standards. It supports developers that normally are more inclined to prioritise the most profitable and less conflictual projects, or have little experience with dealing with the potential conflicts generated by projects including mixed use activities.



Brussels - A construction materials village on the quayside at the Vergote Dock, TETRA architecten Bouwmaterialendorp  
© Adrian Hill

## R.2

## SPATIAL FORESIGHT.

FOSTERING NEW SPATIAL CONDITIONS FOR THE  
DIALOGUE BETWEEN THE INDUSTRY AND THE CITY

R.2.9  
SPECIFIC  
METROPOLITAN  
LEVEL  
RECOMMENDATIONS

Metropolitan areas should support small municipalities providing the knowledge, competencies and resources needed to interpret and implement metropolitan plans.

Small and medium-sized cities often have limited technical resources to manage economic planning and industrial development. Supporting municipalities with specific tools and incentives can help enable them with realising projects that align with a larger metropolitan strategy.

## CASE

## ECOLOGICALLY EQUIPPED PRODUCTION AREAS (APEA)

Supporting small municipalities in developing a new generation of manufacturing sites

Ecologically Equipped Production Areas (APEA) have been instituted by national law in 1998 and implemented in different regions in Italy. They are based on the principles of industrial ecology and aim at "closing the cycles" of matter, water and energy, as well as at sharing main environmental services (water, energy, waste) and optimizing the organization of activities. When settling in these areas, industrial activities can count on the most advanced infrastructures and systems necessary to ensure the protection of health, safety and the environment; at the same time, they have a unitary management and benefit from the simplified acquisition of authorizations to run their activities and use those services. APEA have been instituted to feed a new generation of manufacturing sites with specific attention to delivering supra-municipal sites. The law was designed to support small and medium-sized companies, as well as small and medium-sized municipalities, reducing complexity and promoting the rehabilitation of existing and outdated industrial sites, while reducing land consumption and enhancing a cooperative effort for an integrated spatial vision.



Area Produttiva Ecologicamente  
Altrezza, Piacenza,  
<https://www.apespiacenza.it/>

## R.2

## SPATIAL FORESIGHT.

FOSTERING NEW SPATIAL CONDITIONS FOR THE  
DIALOGUE BETWEEN THE INDUSTRY AND THE CITY

R.2.10  
SPECIFIC  
METROPOLITAN  
LEVEL  
RECOMMENDATIONS

## Compensation or equalisation mechanisms are needed to reinforce territorial cohesion.

New development can impact areas well beyond their boundaries, producing loss of revenue (through traffic, pollution, noise) or simply through reducing development ambition. Metropolitan level regulations, incentives or fiscal levies are needed to deal with externalities, to share costs and benefits and create a basis for common development. Cities and towns in metropolitan areas might be attractive locations for new productive activities due to the presence of infrastructure, services, education or other businesses.

## CASE

## FISCAL COMPENSATION FUND, CITTÀ METROPOLITANA DI BOLOGNA

Promoting territorial cohesion by sharing fiscal revenues

In the process of developing its new territorial plan, the Città Metropolitana di Bologna has introduced the so-called "Fiscal Compensation Fund", which consists in the possibility to share at the metropolitan level the fiscal revenues generated by urban transformation projects at the municipal scale. It is based on the Territorial Equalization planning principle and aims at an equitable distribution of the costs and benefits connected to the design of territorial policies and projects. The compensation fund works on reducing the negative effects of blind competition between municipalities: the fund, with an estimated value of 10 million euros a year, is generated by the share of urbanization costs supported by private actors and tax revenues resulting from the implementation of the interventions agreed in the context of Territorial Agreements. It will be managed by the Città Metropolitana and used to promote urban regeneration projects, infrastructural programs, and policies in less competitive territories. It will support new productive settlements and strengthen inter-municipal cooperation.



Città Metropolitana di Bologna, from the hills. Courtesy of Città Metropolitana di Bologna, © Graziella Demaria



## R.2

## SPATIAL FORESIGHT.

FOSTERING NEW SPATIAL CONDITIONS FOR THE  
DIALOGUE BETWEEN THE INDUSTRY AND THE CITY

R.2.11  
SPECIFIC  
METROPOLITAN  
LEVEL  
RECOMMENDATIONS

Metropolitan areas should actively support brownfield regeneration, in order to reduce sprawl and urban blight.

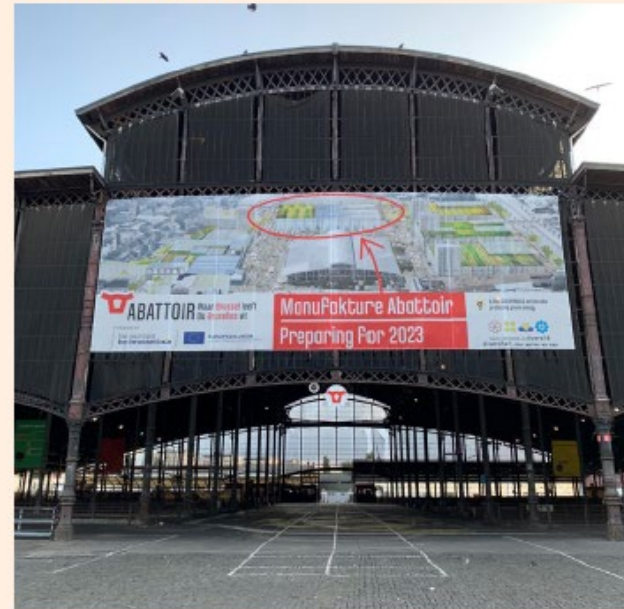
New development in peripheral areas may lead to unnecessary urban sprawl while brownfield regeneration in central areas can be costly. Over-supply of land can affect land values at a metropolitan scale, undersupply can have negative effects on business development. Municipalities are unlikely to manage such complex decisions. They should be able to count on the support of metropolitan authorities and specific funds, in order to reduce both the opportunities of sprawl and the costs of renaturalization of brownfields and of nature-based solutions, especially in those areas where productive functions cannot find anymore the preconditions for settling. Innovative models means also that available land is being used effectively. Municipalities need the support of metropolitan scale organisations and specific funds, to deal with development or conversion costs.

## CASE

## BRUSSELS' ABATTOIR

Old Urban Spaces for the foundational economy.

Brussels' Abattoir is one of the only remaining active urban abattoirs in an European city. The 10-hectare site has evolved into a hub hosting different food-related activities. It is managed through a company established in 1983, invested by many of the on-site market holders, that have a 50-year leasehold from the municipality of Anderlecht. This case offers an example of how a user-owned company responsible for a leasehold agreement can help protect and retain foundational activities within city centres. Foundational activities include food production and processing, construction, repair and maintenance and other essential activities which are hard to detach from the city. In cities with high real estate values, foundational activities often get pushed to the most affordable sites on the edge of the city. This case shows that it is possible to contrast these dynamics: the site still contains a slaughterhouse but also is home to several other activities involving food generally. This includes a very affordable food market, open 3 days a week, and one of the largest urban greenhouses in Europe, based on cradle-to-cradle principles (BIGH) that sells local products (tomatoes, herbs and fish). It also hosts a very dynamic community-building organisation, Cultureghem, which provides youth services to some of the country's poorest residents, activating the usage of the open space while the market is not operating.



Brussels - The Abattoir  
© Adrian Hill

## R.3

# METROPOLITAN LEADERSHIP.

## A GUIDE TO SUPPORTING THE TRANSITION OF THEIR LOCAL ECONOMY

R.3.1	Metropolitan governance can play a crucial role in developing an integrated vision, strategy and services to attract businesses.
R.3.2	Metropolitan areas should be frontrunners of (technology) change and develop strategic visions based on specialisation and new alliances.
R.3.3	The economic success of urban regions and metropolitan areas will heavily depend on the prosperity of new manufacturing cycles.
R.3.4	Metropolitan areas should assist citizens in coping with economic change by gaining new skills and knowledge.
R.3.5	Industrial development requires suitable conditions for innovation.

## CASE

**“WIRTSCHAFTSFÖRDERUNG REGION STUTTGART GMBH” (WRS)**

Good metropolitan governance to support integrated territorial visions and multi-level dialogue.

The Verband Region Stuttgart (VRS) constitutes one of the most successful examples of regional cooperation. Among its responsibilities are both regional planning and regional economic development. It adopts a strategic approach to developing land through research and monitoring which constitutes a crucial input from the regional planning process. The political steering lies with the members of the directly elected regional assembly. Inter-communal political cooperation is reinforced at the professional level by a high degree of formal cooperation in the planning community. Informal know-how trading supports the high degree of trust in inter-communal negotiations. The VRS is also the Major Stakeholder of the Wirtschaftsförderung Region Stuttgart (WRS), the Stuttgart Region economic development corporation. Organized as a GmbH – an independent company with limited liability – it builds on a comprehensive approach aiming to maintain as well as enhance the structural economic strengths of the territory. Its aims are to support and stimulate the region's industrial and entrepreneurial activities. It provides a platform for cooperation facilitating the dialogue and linkages between the industry clusters, regional networks, and the academic and research municipalities. It can also make use of regional funding schemas to support local development activities.



Daimler factory, from the Flugfeld development area in Böblingen  
Courtesy of WRS  
© Regina Voigtman

## R.3

## METROPOLITAN LEADERSHIP.

A GUIDE TO SUPPORTING THE TRANSITION  
OF THEIR LOCAL ECONOMY

## R.3.2

Metropolitan areas should be frontrunners of (technology) change and develop strategic visions based on specialisation and new alliances.

Cities and urban regions are witnessing uneven benefits or impacts of technological change which is rapidly restructuring local and global economies. Urban regions are crucial in supporting sustainable technologic uptake at an appropriate scale of action. Recent innovations provide technology-enhanced solutions to improve urban life, as well as an inclusive and participatory urban governance (referred to as Smart City 3.0). These innovations require active co-creation and steering at a metropolitan level, as well as in relation to the national and international scales – otherwise, the technology and industrial players may provide little or any local community value.

## CASE

STRATEGIEDIALOG AUTOMOBILEWRTSHAFT "STRATEGY  
DIALOGUE ON THE AUTOMOTIVE INDUSTRY" (SDA)

A process of visioning supported by strategic dialogue among stakeholders

SDA is a government state initiative promoting interregional cooperation through cross-collaboration between the public, industry, research institutions, and civil society. The initiative, established by the state government of Baden-Württemberg, is essentially directed at mobilizing projects and policies capable of projecting the automotive industry into a "new climate-friendly age of mobility". The rise of e-mobility in fact represents both an opportunity and a threat for the car industry. Working groups have been discussing the state of the art and the future trends of the industry for the next 7 to 10 years in order to implement targeted strategies and projects which are aimed at easing and supporting the disruptive changes affecting the automotive sector. Since the SDA initiative was born, the state of Baden-Württemberg has started twelve pilot projects and has invested a total of 20 million euros in them, including a technology calendar that can give small and medium-sized enterprises (SMEs) orientation based on a schedule on how the automotive industry's transformation process could take place in the medium term. Thanks to this, SMEs can plan sustainable mobility products and services, accessing the innovation voucher "High-Tech Mobility" with little bureaucracy.



Strategiedialog Automobilwirtschaft  
© e-mobil BW/ Studio KD Busch



## R.3

## METROPOLITAN LEADERSHIP.

A GUIDE TO SUPPORTING THE TRANSITION  
OF THEIR LOCAL ECONOMY

## R.3.3

The economic success of urban regions and metropolitan areas will heavily depend on the prosperity of new manufacturing cycles.

Metropolitan areas can benefit from specialisation but should also be careful not to focus on a single market which could expose the local economy to possible shocks. To turn the historically embedded sectors into new resources, there is a strong need to develop the dialogue between the public sectors and the economic actors able to help diversify the economy and encourage industrial knowledge transfer to other sectors. Public sector actors could steer the new dialogue, focusing on the strengths of metropolitan areas, favouring the development of forward-looking relationships among differentiated and specialised economic clusters.

## CASE

## THE NEW LAVAZZA HEADQUARTERS, TORINO

*Manufacturing investing back on the city*

Well-known as a coffee-centred manufacturer, the history of Lavazza production has been linked to the Torino context for generations. In the late '50s, the need to scale up production contributed to the relocation of the company's first manufacturing plant from the historical inner-city location to the outskirts. The '70s marked a further evolution, as strong investments in innovation through R&D activities were made in order to prepare for the future. As such Lavazza profiting from favourable expansion conditions acquired a new plot of land, adjacent to the manufacturing plant, where it would develop its research centre. The progressively hybrid character of the production place started emerging, where product-oriented activities are combined with service-based functions that facilitate value-creation and boost the manufacturing activity. In contrast with the relocation choice of many companies and in line with a sustainable approach aimed at guaranteeing zero soil consumption and strengthening the ties with the local context, Lavazza group established its new headquarters back in a central urban area in the city of Torino, on a plot that was formerly occupied by a power plant. After years of decline, this area- previously a working-class district occupied at large by industries- is experiencing an urban and economic revitalisation, positively impacting social cohesion.



New Lavazza headquarters,  
Cino Zucchi  
© Andrea Guermani for Nuova  
Lavazza.

## R.3

## METROPOLITAN LEADERSHIP.

A GUIDE TO SUPPORTING THE TRANSITION  
OF THEIR LOCAL ECONOMY

## R.3.4

Metropolitan areas should assist citizens in coping with economic change by gaining new skills and knowledge.

Industrial changes require quick adaptation of the labour force. The public sector can become more reactive to the changing needs of industry, by facilitating innovation through linking production processes with numerous forms of education that could be fuelling the workforce at different stages. Education and training struggle to adapt to industry demands. For this reason, most businesses expect some forms of training while most large industrial players have their own internal training programs. While internal training is often unavoidable, it is important to have public, or publicly accessible, forms of training that ensure workers have a transferable education. Furthermore, businesses (particularly SMEs) avoid training due to costs, which ultimately can reduce the business's competitiveness, meaning that workers are less capable of adapting to new processes or trends. Building on the Quadruple Helix model, the public sector should be able to align its own efforts with industrial and educational institutions.

## CASE

## THE WAFF (WIEN ADULT TRAINING AND LABOUR MARKET POLICY AGENCY)

A city-funded agency to promote active labour market and adult training policies

A central policy concern for policymakers is how to deal with the impact of structural change on urban labour markets. Most cities are experiencing a noticeable shortage of high skilled labour, while at the same time unemployment of mainly low skilled workers is soaring. To address these issues, the city of Wien joined forces with the local social partners to fund an agency dedicated to the administration, development and organisation of the active labour market and adult training policies. The waff (Wien Adult training and Labour market policy agency) represents an example of such an institution. Its mission is to promote professional development of employees who are seeking to enhance their skills. Specifically, the waff is the only organisation servicing both the employed as well as the unemployed in Wien. Next to these funding activities it also analyses recent trends on the Wien labour market, continuously commissions studies focusing on labour market trends and/or specific target groups among the employed or unemployed, as well as conducting evaluations of its individual initiatives.

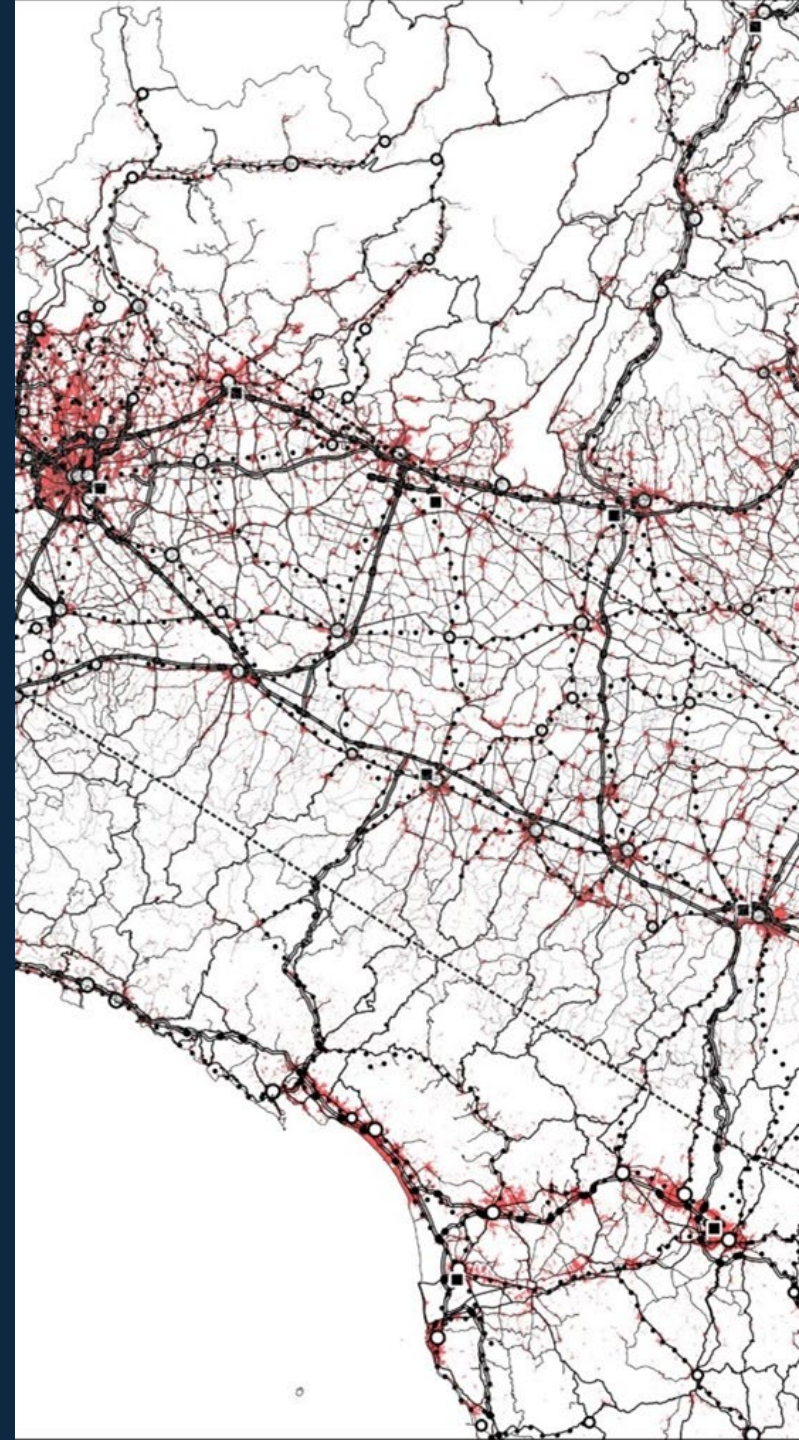
Waff offices  
Courtesy of waff



2

# ESPON IMAGINE

*Seeing like a region*



# ESPON IMAGINE

Developing a metropolitan-regional imaginary in Milano-Bologna urban region



*Stakeholders of ESPONE IMAGINE:*





# IMAGINE\_Studiare la regione urbana di Milano-Bologna, Impatto dell'alta velocità sui processi di regionalizzazione urbana e sulla coesione territoriale

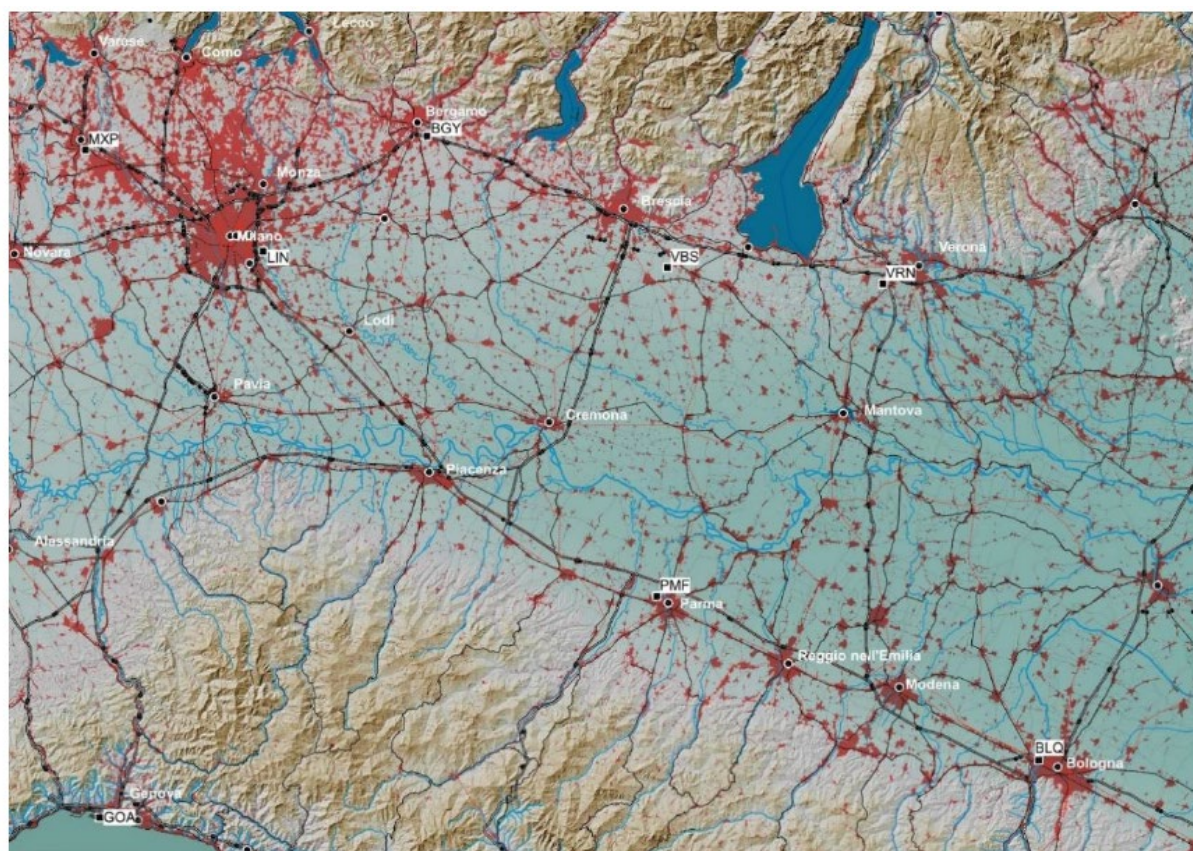


Figure 3 – Morphological, infrastructural, and urban structure of the area between Milano and Bologna'

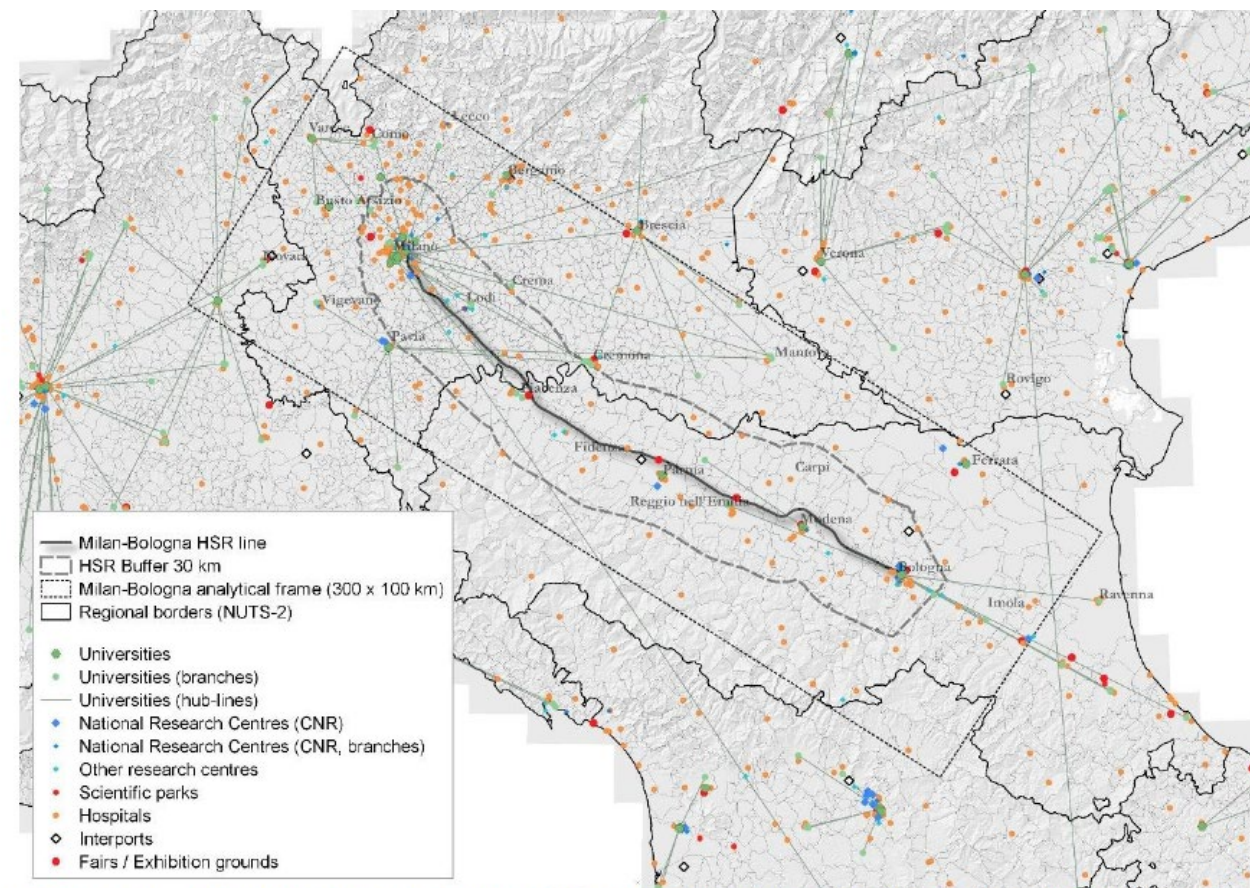


Figure 4 – Great functions and main infrastructures of the Milano-Bologna urban region



# *A favore/contro la* Regionalizzazione?

Il corridoio dell'alta velocità è una macchina di regionalizzazione? (Dinamiche di regionalizzazione)

Principali dinamiche e tendenze socio-economiche negli ultimi 20 anni

- **Che cosa rende tale la regione urbana?** (*Regionalisation of the urban*)
- **Vivere come in una regione urbana?** (*Regionalisation of mobility*)
- **Crescere come una regione urbana?** (*Regional competitiveness / public resources*)
- **Una transizione regionale?** (*Environmental challenges/ capacity to develop a transcalar approach to transition*)

# *A favore/contro la* Regionalizzazione?

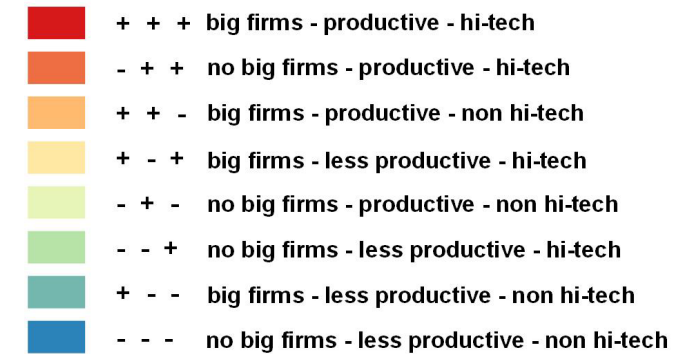
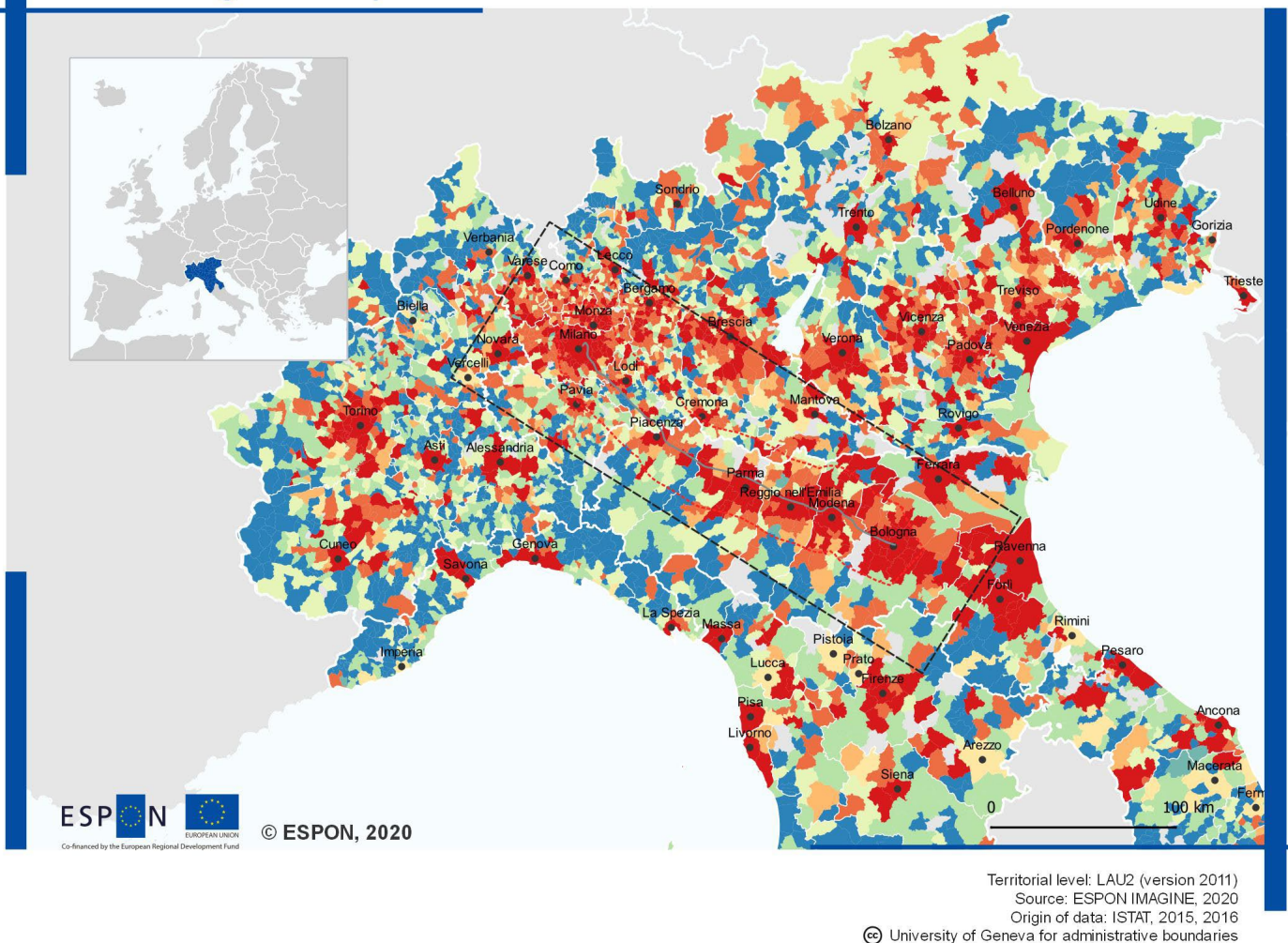
**Il corridoio dell'alta velocità è una macchina di regionalizzazione? (Dinamiche di regionalizzazione)**

**Acting or seeing like a region?**

**Bisogno di nuovi immaginari spaziali /  
potenziale di cooperazione istituzionale).**

*Il ruolo svolto dagli attori istituzionali (reti di cooperazione, governi metropolitani, servizi pubblici e agenzie) nell'attivazione di una scala sovralocale, se non regionale.*

## RP 4.1 – Regional competitiveness



RP 4.1.1 – Number of active big firms (+ if higher than 0)

RP 4.1.2 – Value added per employee (+ if higher than median)

RP 4.1.3 – Employees in high-tech (+ if higher than median)

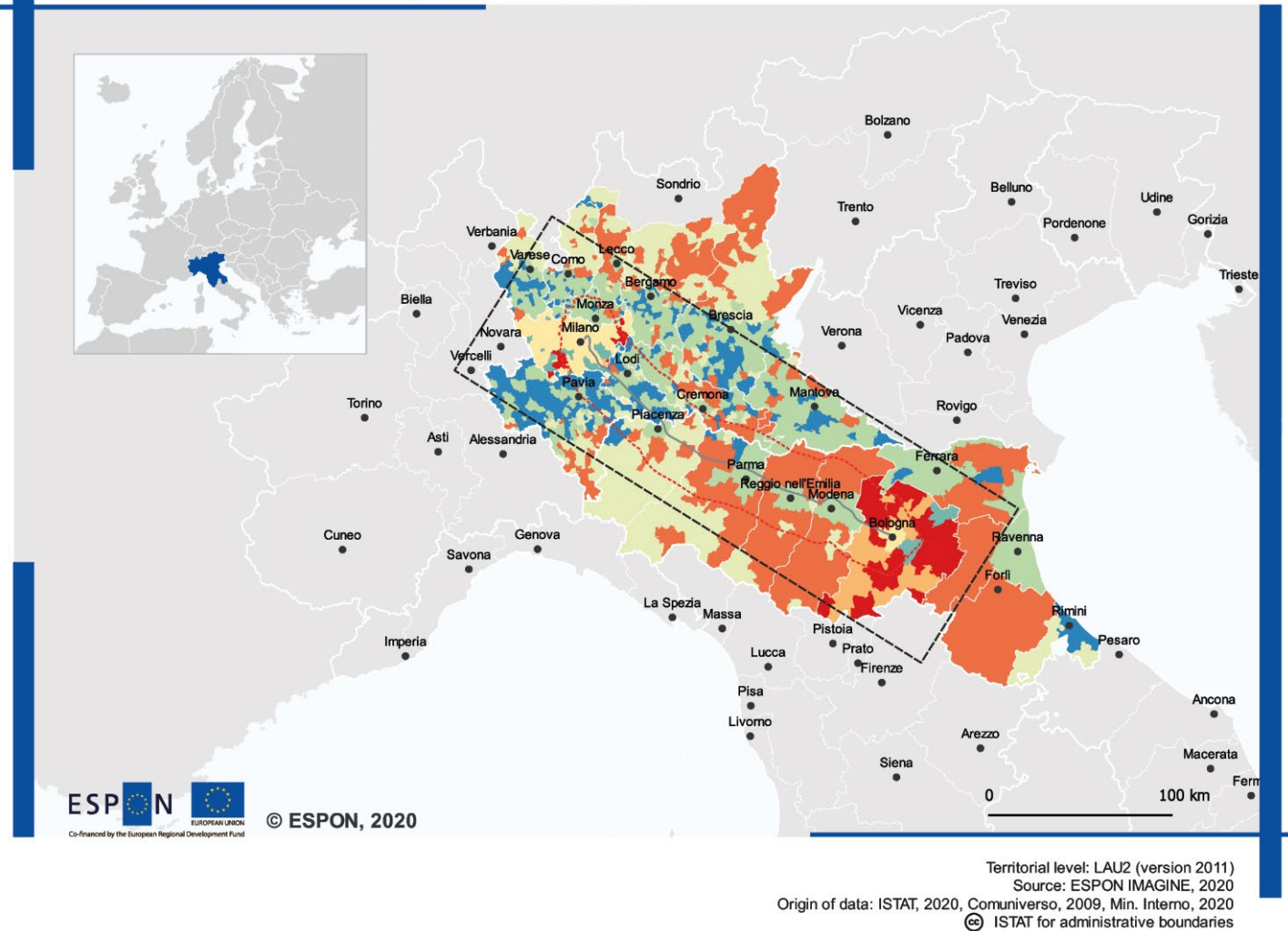
One of the richest and wealthiest areas of the country.

A competitive and productive economic corridor

Some important spatial discontinuities and stressing factors

New Economic growth differentials

## RP 6.2 – Institutional cooperation potential



## Institutional cooperation potential

- Metropolitan-Cooperative-Networked
- Non Metropolitan-Cooperative-Networked
- Metropolitan-Cooperative-Locked in
- Metropolitan-Non Cooperative-Networked
- Non Metropolitan-Cooperative-Locked in
- Non Metropolitan-Non Cooperative-Networked
- Metropolitan-Non Cooperative-Locked in
- Non Metropolitan-Non Cooperative-Locked in

RP 6.2.1 – Included in Metropolitan Cities 2020  
(Metropolitan / Non Metropolitan)

RP 6.2.2 – Included in Unions of Municipalities 2020 and/or  
Mountain Communities 2009 (Coop. / Non Coop.)

RP 6.2.3 – Number of shares in public utilities per  
municipality 2020 (Networked / Locked in)

Little space for a governance at the urban region scale, despite great potentials

Diffuse, functional forms of cooperation, limited political leadership

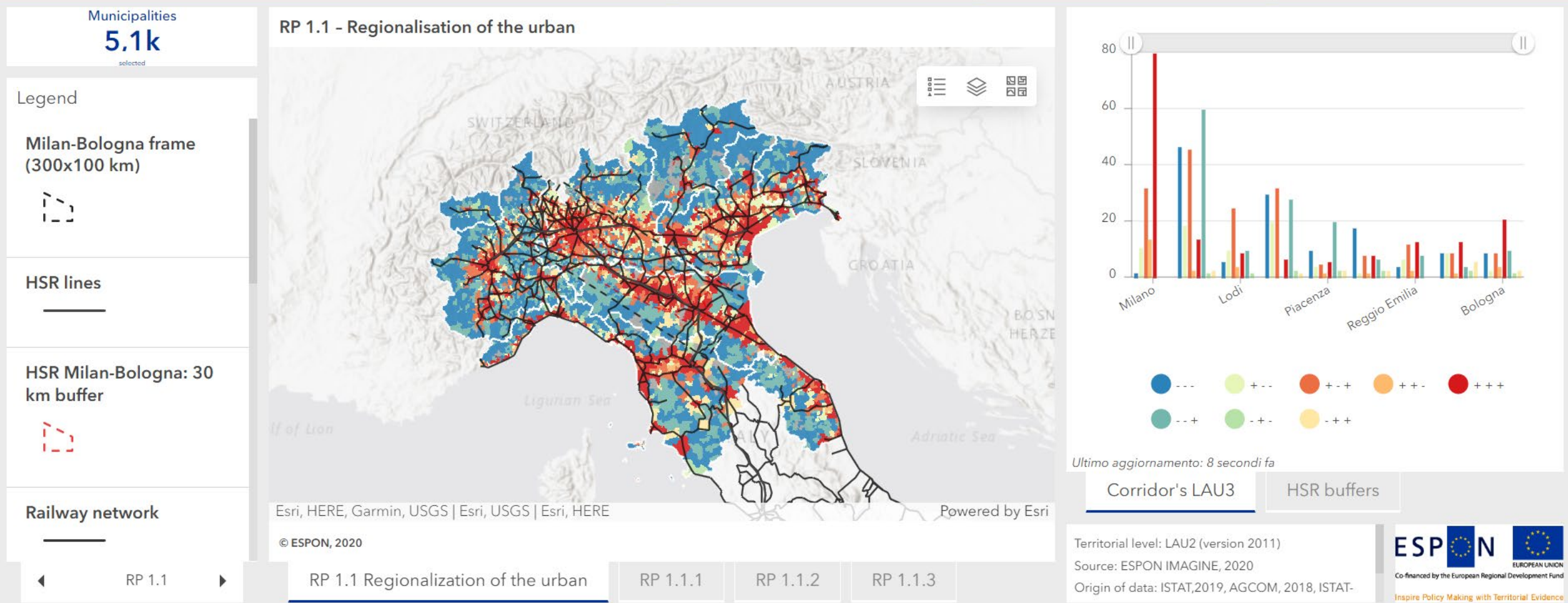


# 1.1 – Regionalisation of the urban

Class  
Nessuna categoria selezionata

Region  
Nessuna categoria selezionata

Population size  
Nessuna categoria selezionata





# RP 6.2 - Institutional cooperation potential

Class  
Nessuna categoria selezionata

Region  
Nessuna categoria selezionata

Population size  
Nessuna categoria selezionata

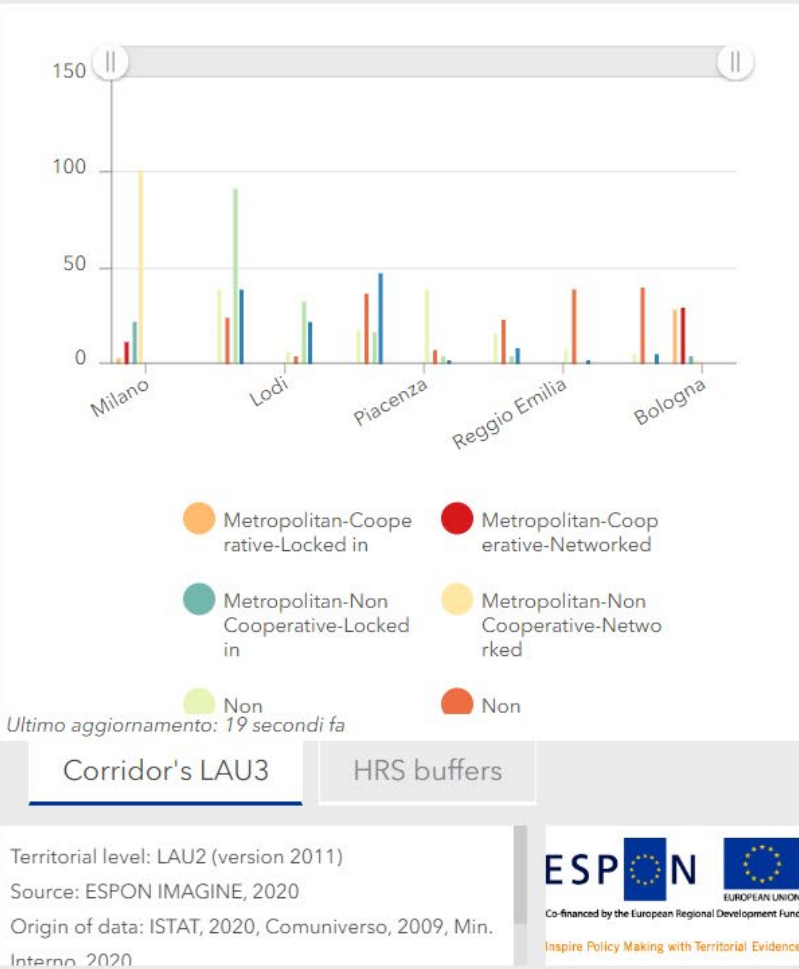
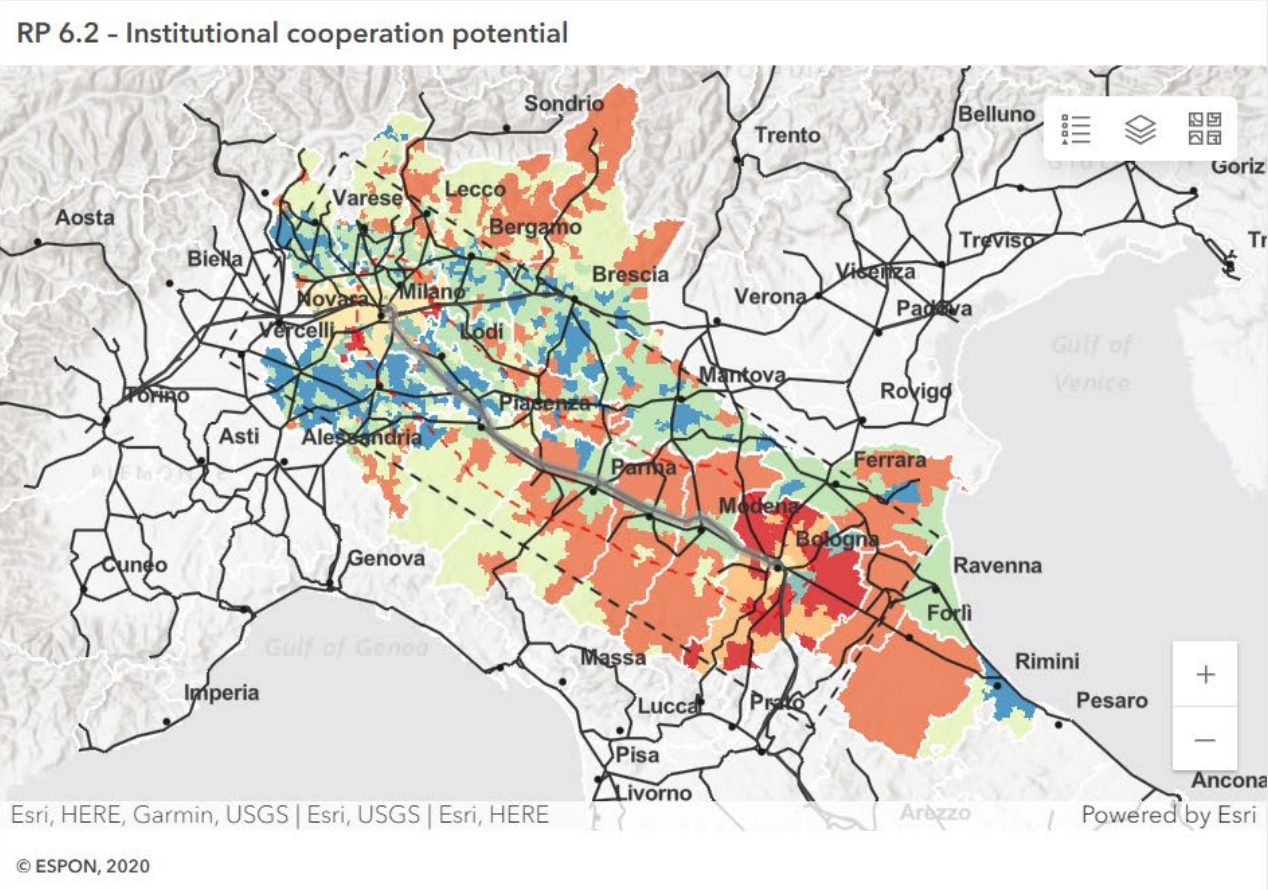
Municipalities  
**5.1k**  
selected

Provincial/Metropolitan  
Capital

Milan-Bologna frame  
(300x100 km)

HSR Milan-Bologna: 30  
km buffer

HSR Milan-Bologna: line



## **SCENARIO 1: Il corridoio come tubo, magnetico**

Lo scenario prevede la permanenza dell'AV Milano-Bologna come un tubo che collega i sistemi territoriali storici: il policentrismo radiocentrico lombardo (con l'inclusione di Novara, in Piemonte) che ha al centro Milano, e il sistema urbano policentrico lineare della Via Emilia da Rimini a Piacenza.

## **SCENARIO 2: Il corridoio come spina dorsale**

Lo scenario prevede lo sviluppo del corridoio in un sistema territoriale policentrico più integrato ed equilibrato evitando la polarizzazione tra capoluoghi di regione, città di medie dimensioni, piccoli centri e aree interne.

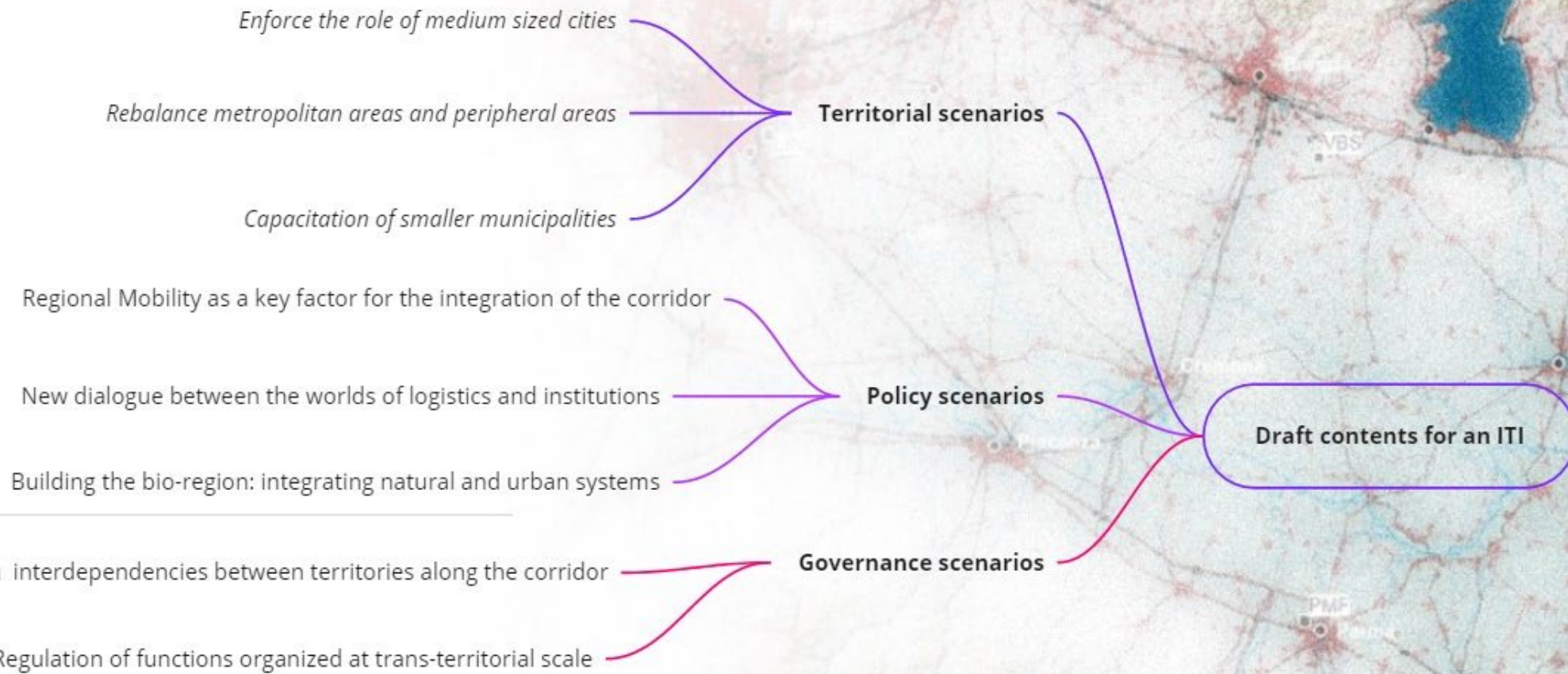
## **SCENARIO 3: Da corridoio a piattaforma territoriale**

Lo scenario prevede un radicale cambiamento della struttura del corridoio, possibile in virtù della maggiore attrattività delle zone pedemontane appenniniche e delle aree di 'mezzo' pianeggiante per famiglie e imprese, invertendo le attuali gerarchie urbane ed economiche.

## QUALE DELLE SEGUENTI AFFERMAZIONI È PIÙ DESIDERABILE?

Rural-urban partnerships are redesigned in a perspective of circular economy and effective ecosystem services. (Scenario 3)			The corridor experiences the declining of agglomeration advantages and cost of distance. Increasing links between the global, the local and t...		Logistic activities are reorganized according to a new sectoral vision aimed at creating a joint logistics inter-regional multipola...	
	Wealth is diffuse also outside the corridor, triggering new processes of local sustainable development. (Scenario 3)	Integration between the regional mobility systems of Lombardia and Emilia Romagna. (Scenario 2)	Urban sprawl and land consumption increase, together with renovation processes in small towns and villages. (Scenario 3)	Public multiutilit... become vectors of regional innovation. (Scenario 2)	Public multiutilit... must reorganize themselves in order to deal with a new and...	
	Metropolitan areas can play as a pivot of territorial cohesion. (Scenario 2)	The inner areas of the corridor become remarkably attractive for families escaping from the high social costs of living in cities. (Scenario 3)			Wealth is diffuse along the corridor, and more homogeneously localized, partially rebalancing the...	The inner areas of the corridor and the in-between area that...
			sus... re...			
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## Draft contents for an ITI



## Four strategic “working sites” for an ITI



# — A roadmap to an ITI

## A roadmap for an ITI

A **common identity and vision** as a prerequisite for successful cooperation between local administrations and stakeholders.

Transform the **IMAGINE network** in a **permanent forum**, to foster the production of intellectual capital (information exchange) social capital (creation of trust among the actors) and political capital (alliances for the future cooperative actions).

MI-BO as a **Pilot territory supported by the Green Deal**

Use the EU Green Deal perspective as an opportunity to elaborate a shared **strategy for the transformation of urban and regional scenarios**, on which local projects, each taking resources from different European and national programs, could be based, starting from the identification of one or more critical issues to be fronted with **"flagship projects"** (i.e. the regulation of logistics and mobility systems along the corridor).

New **multi-level governance models** to regulate the variety and complexity of the environmental, socio-technical, and institutional ecosystem of the macro-region

**ITI, but also EGTC, as a cooperation framework to work on the challenges of environmental and social sustainability** and achieve a more efficient and fair spatial organization of social and economic functions and to build new opportunities for development

# Da Mi-Bo all'UE: sostenere le regioni urbane

## Politica di coesione dell'UE: regioni urbane e macroregioni / opportunità di agire:

L'ITI e Interreg possono sostenere la costruzione di nuovi immaginari regionali, ma, è necessario

- Sganciare le città dalle regioni urbane è fondamentale, è necessaria una maggiore attenzione per cogliere l'interazione tra la scala urbana e quella urbana regionalizzata.
- Le interdipendenze funzionali e i beni comuni regionali sono il campo di battaglia per nuove agende politiche e nuovi quadri di governance.

Un approccio di governance integrato, partecipativo, co-progettato e multilivello, devono essere sostenuti.

**Il Green Deal dell'UE apre la strada a sfide politiche che devono essere affrontate a livello di regioni urbane e macroregioni, **ma**;**

- **Gli Stati membri** dovrebbero prendere sempre più in considerazione **il ruolo/la portata delle regioni urbane**
- **Le regioni urbane e le macroregioni devono assumere un ruolo guida e avviare processi volti a sviluppare una nuova consapevolezza della natura globale e transcalare delle dinamiche e dei processi che stanno ristrutturando il nesso società-economia-spazio.**

Devono contare sulle opportunità offerte a livello nazionale e dell'UE e promuovere progetti faro per promuovere una svolta "regionale" nell'elaborazione delle politiche



- // GRAZIE!

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IMAGINE TEAM- POLITECNICO DI MILANO\_Globus&Locus\_SCIENCESPO are the main contractors  
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