

## Spotlight on Turin | Torino City Lab

### Overview

- ▶ Mayor: Chiara Appendino
- ▶ Lead staff on innovation: Paola Pisano & Gianfranco Presutti
- ▶ Population of municipality: 886,837 (2017)
- ▶ Innovation/open data website: <http://aperto.comune.torino.it/>

Turin developed the **Turin City Lab**, a strategic redesign of its policies to support local development, aiming at strengthening the penetration of new technologies as well as creating social impact to provide citizens and businesses with new opportunities. In line with the **"Memorandum of Understanding—Torino Social Impact: City Lab for Change"**, an open and collaborative platform was developed for local public and private sectors to support entrepreneurship and finance with a social impact. Through this type of platform, the municipality intends to promote models and forms of economic development capable of responding in an innovative way to the ongoing challenges as well as contributing to improving the competitiveness and attractiveness of the Turin economic system, including new and better jobs.

## Vision and approach to innovation capacity

### The city's innovation strategy

Along with 44% of cities surveyed, Turin has an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Experimentation

Social impact

### Approaches to innovation capacity

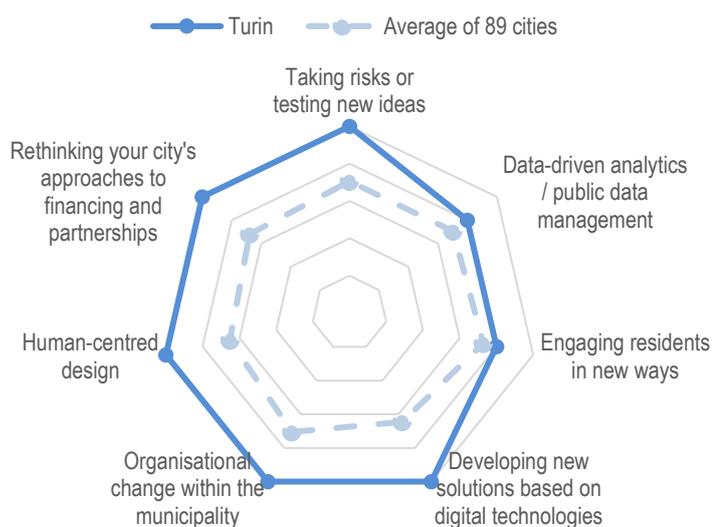
Similar to 24% of cities surveyed, Turin approaches innovation capacity from a **holistic/macro level**.

The **top priority policy area** for the city's innovation work includes:

Economic development

### Most common innovation activities

Turin's most common innovation activities are **taking risks and testing new ideas; developing new solutions based on digital technologies; facilitating organisational change within the municipal administration; human-centred design** and **rethinking the city's approach to financing and partnerships**.



## Funding for innovation capacity

<h3>Funding to support innovation capacity</h3> <p>Like 23% of cities surveyed, Turin does not have dedicated funding to support innovation capacity.</p>	<h3>Types of activities being funded</h3> <p>Among all cities surveyed, <b>launching or sustaining a project</b> and <b>generating ideas &amp; brainstorming</b> are the two most commonly funded activities.</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 45%; text-align: center;"> <p>Launching or sustaining a project</p> </div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 45%; text-align: center;"> <p>Idea generation &amp; brainstorming</p> </div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 30%; text-align: center;"> <p>Investing in digital systems</p> </div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 30%; text-align: center;"> <p>Investing in physical infrastructure</p> </div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 30%; text-align: center;"> <p>Paying for services</p> </div> </div>
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Organisational structure & staffing	Partnerships for innovation & data
 <p>As an independent department, Turin's innovation capacity work is led by the Deputy Mayor of Innovation, Smart City and ICT, and the Director of Innovation.</p> <p>Staff skills and profiles include:</p> <ul style="list-style-type: none"> <li>✓ <b>Project manager</b></li> <li>✓ <b>Data scientist</b></li> <li>✓ <b>Communication officer</b></li> </ul>	 <p><b>Turin</b> has developed partnerships to promote its innovation capacity with <b>other public agencies, private firms, not-for-profit organisations, and city residents/resident associations.</b></p> <p>To improve data use, the city has also developed <b>data partnerships with academia, think tanks</b> to collect and analyse data, as well as <b>with other cities.</b></p>

## Measuring outcomes

<p>Policy areas that <b>benefit from sufficient data</b>, or <b>lack sufficient data</b>, to support innovation capacity in the city:</p> <div style="display: grid; grid-template-columns: repeat(5, 1fr); gap: 10px;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #90EE90;">Transport / mobility</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #D3D3D3;">Economic development</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #90EE90;">Housing &amp; built environment</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #D3D3D3;">Policing &amp; law enforcement</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #CD5C5C;">Health</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #D3D3D3;">Water</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #D3D3D3;">Waste and sewage</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #CD5C5C;">Labour markets &amp; skills</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #90EE90;">Environment &amp; climate change</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #90EE90;">Education</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #90EE90;">Culture</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #CD5C5C;">Social inclusion, equity</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #D3D3D3;">Public works</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #90EE90;">Tourism</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #D3D3D3;">Digital governance</div> </div> <p><i>NB: No response provided by the city for the policy areas in grey.</i></p>	<p>Innovation is <b>helping the city</b> to:</p> <ul style="list-style-type: none"> <li>✓ <b>Improve internal government operations</b></li> <li>✓ <b>Save costs and improve efficiency</b></li> <li>✓ <b>Improve service delivery</b></li> <li>✓ <b>Simplify administrative procedures for firms and residents</b></li> <li>✓ <b>Generate new sources of revenue</b></li> <li>✓ <b>Engage with residents and other stakeholders</b></li> </ul> <p>The most <b>critical success factors</b> in supporting the city's innovation work:</p> <ul style="list-style-type: none"> <li>✓ <b>Dedicated funding</b></li> <li>✓ <b>Focus on measurement</b></li> <li>✓ <b>Dedicated innovation team</b></li> <li>✓ <b>Human resource support</b></li> <li>✓ <b>Leadership from Mayor</b></li> <li>✓ <b>Culture of innovation in city</b></li> <li>✓ <b>Engagement with partners</b></li> <li>✓ <b>Support from outside city administration</b></li> </ul>
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