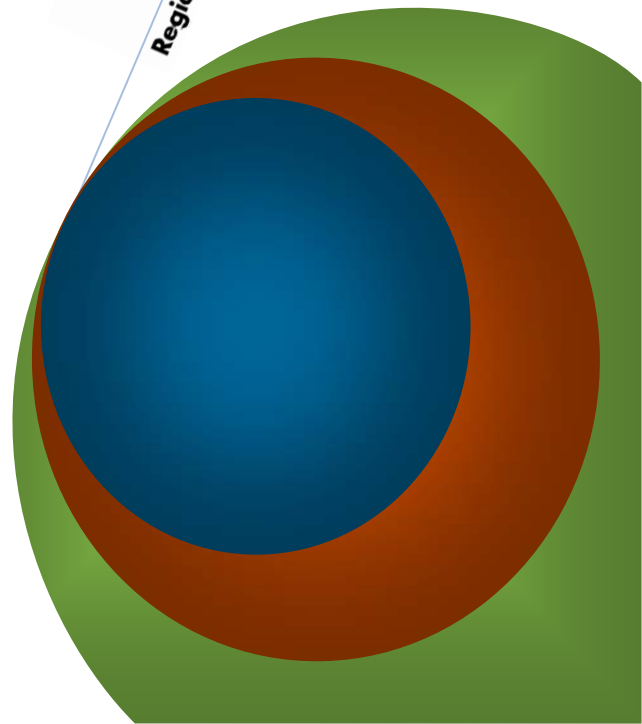


Presentation of the InnoCité  
Project  
and kickoff of the  
transnational pilot case  
Voghera  
and  
Neuville s/Saône

February 3<sup>th</sup> 2009





## Acknowledgements

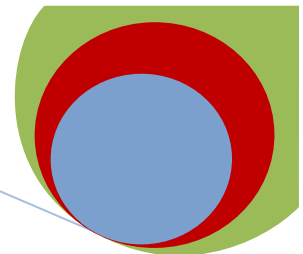
The proceedings of the “Presentation of the InnoCité Project and the kick-off of the trans-national pilot case Voghera and Neuville s/Saône” were transcribed, translated and desktop-published by Elena Franco under the overall direction of Paolo Mora, Deputy Director General of DG Trade, Fairs and Markets – Lombardy Region.

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## Introduction

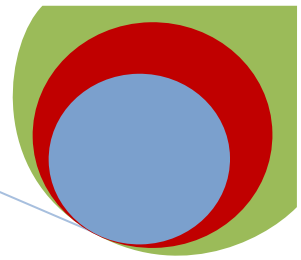
The InnoCité Project is financed within the INTERREG Alpine Space Programme, which promotes territorial integration and balanced polycentric development in the Alps through transnational cooperation initiatives.

InnoCité Project (2008-2011) budget: 76% ERDF and 24% national co-financing.

Project Partners:

- Lombardy Region - (Italy)
- Chamber of Commerce and Industry of Lyon (Lead Partner), Franche-Comté Regional Council and Municipality of Lure – (France)
- Provincial Government of Lower Austria, Salzburg Institute for Regional Planning and Housing – (Austria)
- Bavarian State Ministry of Economic Affairs, Infrastructure, Transport and Technology – (Germany)
- Regional Development Centre Koper – (Slovenia)

Objectives: the main project objective consists in promoting conditions for sustainable development in small and medium-sized towns surrounding bigger cities of the Alpine Space. Through the project their attractiveness and quality of life will be improved by taking all administrative, economic and social functions into consideration. The aim will be fulfilled through the implementation of a participatory method involving all the stakeholders in various forms of



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public-private partnership so to enhance a bottom-up process for projects development.

Expected results are:

- the definition of strategic guidelines for the development of town competitiveness (with peculiar focus on commerce issues);
- the set up of shared tools specifically created for the Alpine Space and based on measurable performance indicators (analysis of success/failure key elements); tools for oriented-to-commercial-development planning and programming; tools supporting policy-makers in the development of services to small and medium-sized enterprises;
- the implementation of pilot actions in locations selected by the project partners and jointly developed at transnational level;
- the creation of a Town Centre Management Transnational Platform for the Alpine Space aimed at carrying on and increasing visibility of the InnoCité Project benefits and usefulness;
- a final Memorandum of Understanding containing the InnoCité shared criteria and undersigned by all the project partners as symbol of the engagement in the project topics.



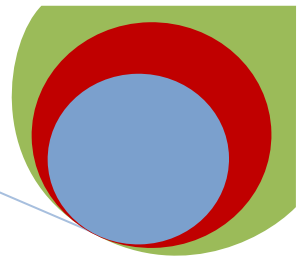
## Programme

h 10.00 – Arrival at Voghera and meeting with Architect Massimiliano Carrapa, responsible for Voghera for the project

h 11.00 - Official welcome of the Municipality of Voghera



h 11.30 – Visit of Duomo, Town Centre and Cavalleria's Church



h 13.00 – Lunch

h 14.30 – Presentation of the InnoCité Project:

*Welcome*

Aurelio Torriani – Mayor of Voghera

Francesco Fiori – Lombardy Region Councilman

*Speeches*

Paolo Mora – The InnoCité project and the role of Lombardy Region

Elena Franco – The TCM approach

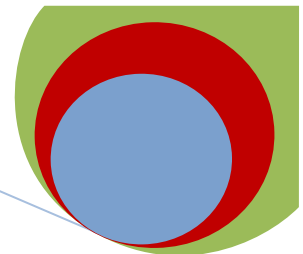
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*Conclusions*

Graziano Percivalle – Deputy Mayor of Voghera







**Regione Lombardia**  
*Commercio, Fiere e Mercati*



Innovare per la tua città

<b>Progetto INNOCITE'</b>	Il progetto InnoCité è finanziato nell'ambito del programma europeo INTERREG IV B – Spazio Alpino che promuove, tramite azioni di cooperazione transnazionale, l'integrazione territoriale e lo sviluppo policentrico equilibrato delle Alpi. Budget del progetto InnoCité (2008 –2011): 76% Fondi FESR e 24% co-finanziamento nazionale
<b>Partners</b>	Regione Lombardia - ( Italia) Camera di commercio e Industria di Lione (capofila), Regione della Franca Contea e Municipalità di Lure (Alta Saona) – (Francia) Bassa Austria, Istituto Salisburghese di Pianificazione Territoriale – (Austria) Ministero Bavarese per l'Economia, le Infrastrutture, il Traffico e la Tecnologia – (Germania) Agenzia regionale di sviluppo di Capo d'Istria - (Slovenia)
<b>Obiettivi</b>	L'obiettivo principale del progetto consiste nel promuovere le condizioni per uno sviluppo sostenibile delle città di piccole e medie dimensioni, che gravitano attorno ai centri di maggiore dimensione dello Spazio Alpino. Tramite il progetto si intende migliorare la loro attrattività e la qualità della vita, prendendo in considerazione tutte le funzioni fondamentali di carattere amministrativo, economico e sociale. L'obiettivo sarà raggiunto attraverso l'implementazione di un metodo partecipativo, che coinvolge tutti gli stakeholders in forme di partenariato pubblico-privato, in modo da generare un processo bottom-up per lo sviluppo dei progetti.
<b>Risultati attesi</b>	Definizione di linee guida strategiche per lo sviluppo della competitività delle città (con particolare attenzione al tema del commercio). Messa a punto di un insieme di strumenti condivisi specifici dello Spazio Alpino basati su indicatori di performance misurabili (di analisi dei fattori chiave di successo/insuccesso; di pianificazione/programmazione orientato all'implementazione del commercio; di supporto al processo decisionale per lo sviluppo di servizi alle piccole e medie imprese). Realizzazione di azioni pilota su casi studio individuati dai partner e sviluppati con abbinamenti transnazionali. Piattaforma Transnazionale dello Spazio Alpino sul Town Centre Management per proseguire e incrementare la visibilità dei benefici e dell'utilità del Progetto InnoCité. Stipula di un protocollo d'Intesa Finale contenente i criteri condivisi di InnoCité, firmato da tutti i partner di progetto come simbolo dell'impegno da assumere sui temi del progetto.



### Programma (14.30-16.30)

*Saluti:*

**Aurelio Torriani** – Sindaco di Voghera

**Franco Nicoli Cristiani** – Assessore al Commercio, Fiere e Mercati, Regione Lombardia

*Interventi:*

**Elena Franco** – Introduzione all'approccio di Town Centre Management

**Paolo Mora** – Progetto InnoCité

**Michel Auroy e Céline Le Toux** – Neuville sur Saône: un'esperienza di successo

*Conclusioni:* **Graziano Percivalle** – Vicesindaco di Voghera

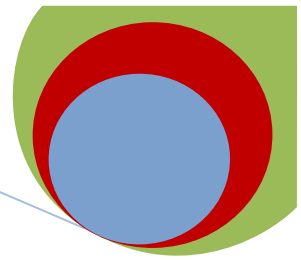


## Welcome speech of Voghera



**Aurelio Torriani - Mayor**

The Mayor of Voghera, having thanked the Regione Lombardia for the opportunity offered to his hometown to participate in the Innocité project and having thanked the representatives of Neuville Sur Saone to be spoken, has introduced the work of the afternoon, recalling the commitment of the town of Voghera for the revival of trade in the urban environment through various initiatives, in consultation with associations and entrepreneurs, as well as structural and intangible.



## Welcome speech of Lombardy Region



Francesco Fiori – Lombardy Region Councilman

The InnoCité project idea (lasting from July 1st 2008 until June 30th 2011) was presented and approved on the occasion of the first call of the EU Interreg Alpine Space Programme 2007-2013.

Since the comparison with other European countries is considered very important, Lombardy Region accepted as Italian partner the proposal of the





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Chamber of Commerce and Industry of Lyon, together with other 7 partners belonging to all the alpine countries of the European Union (France, Austria, Germany and Slovenia). A total budget of € 2.200.000,00 (76% ERDF and 24% national co-financing) has been allocated.

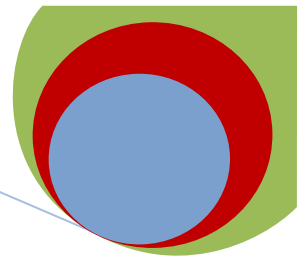
The project objective is the improvement of competitiveness and attractiveness of small and medium-sized urban agglomerations in comparison with the big European metropolises (Milan, Lyon, Munich, Vienna, Trieste) and the other big cities of the Alpine Space (Brescia, Salzburg, etc.).

The project plans also the implementation of 7 transnational pilot cases like the one involving Voghera and Neuville sur Saône

Lombardy Region handles € 75.000,00 for the implementation of two transnational pilot initiatives: Darfo Boario Terme and Voghera.

The participation of Lombardy Region in the InnoCité Project underlines the will to bet on the territorial potentialities in a European perspective by welcoming the comparison with similar situations in the other alpine countries. The path starting today in Voghera confirms that Lombardy territory is ready to this commitment.

Being sensitive to the relevant changes characterizing the Alpine Space during the last decades because of growth and development in the urban areas, Lombardy Region has being engaged to develop a set of concrete tools together with the other InnoCité partners in order to increase the value and the local potentialities through the application of the Town Centre Management methodology.



Lombardy Region, the local institutions and all the economic players form together an operational synergy, whose tangible results in terms of local resources improvement will appear soon and transform Voghera in a more attractive place, where people live and work.

Thanks to the participation in the project, Lombardy Region with the direct involvement of DG Trade Fairs and Markets confirms the own commitment towards the improvement of the territorial competitiveness and the life quality in a perspective of polycentric development, through the transnational territorial cooperation already successfully implemented during the past programming period 2000-2006.

With the aim of performing the subsidiarity concept, the regional authorities' duty is oriented to enhance the main economic players' and local stakeholders' role through the promotion of free initiative, simplification and essential tools for growth and innovation also with original public-private partnership forms.



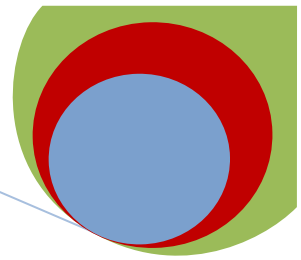
## The InnoCité Project and the role of Lombardy Region



**Paolo Mora – Deputy Director General, DG Trade Fairs and Markets,  
Lombardy Region**

On the occasion of this important event organized within the InnoCité Project I would like to clarify the peculiar role of Lombardy Region, apart from providing you with some hints about the InnoCité Project and a thorough analysis of the joint transnational pilot action between Voghera and Neuville s/Saône.

In Italy Lombardy Region holds a relevant position due to far-off geographic and historical origins. Lying in a favorable place in the heart of northern Italy, at the foot of the Alps and in the centre of the Po Plain, Lombardy is privileged



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from a strategic point of view, because it is positioned along the main connections between the Mediterranean area and the Central Europe.

Mountains cover 40% of the surface embracing the Alps and the pre-alpine area in the north and a small tract of the Apennines. However, Lombardy is characterized also by an intense urbanization.

In relation to the new Regional Constitution in force since September 2008, Lombardy assigns a central role to the human being and also to the quality of life.

Internal trade, markets and the distribution of goods and services are exclusively regional areas of competence according to the Reform of Title V of the Italian Constitution. Lombardy Region is making important efforts to simplify laws and regulations, in partnership with national and local public authorities and with the stakeholders.

The Regional Councillorship of Trade, Fairs and Markets plays a meaningful role in increasing the competitiveness of the area. This purpose implies the fulfilment of very different and crosscutting functions, ranging from purely economic tasks to the social function of commerce. But we cannot forget the importance for the employment creation, one of the key concept of the renewed Lisbon strategy.

Clearly all the commitments of our Directorate General are oriented towards a constant improvement of life quality, with a particular attention to the environmental impacts.

Among all the activities carried out our DG can boast a very relevant experience in EU projects and cooperation forms. However we are mostly

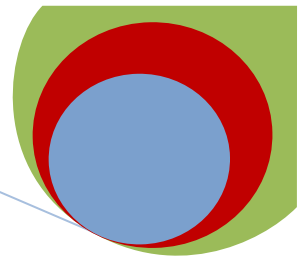


engaged in activities related to planning, programming, policy analysis and monitoring.

In particular planning and programming within the Triennial Programme for the Commercial Development and the Triennial Plan for Actions on Commerce (and related implementation modalities) link the dynamics of the commercial fabric with territorial, socio-economic and environmental aspects at regional and supra-regional level.

Policy analysis and monitoring are developed according to three different levels: first of all there is an analysis based on selected variables and indicators through data processing and thematic cartography useful both during the programming step and the assessment of local proposals. A second level is characterized by some ex ante analysis tools for commercial settlements dynamics linked to territorial and social-economic aspects, which identify parameters for the promotion of particular initiatives (like the commercial districts) and the evaluation of compatibility and sustainability of big shopping centres. Last but not least there is Lombardy Region's role of tutoring and benchmarking during the check on ex post effects, also through debates and educational tours with public and private players involved.

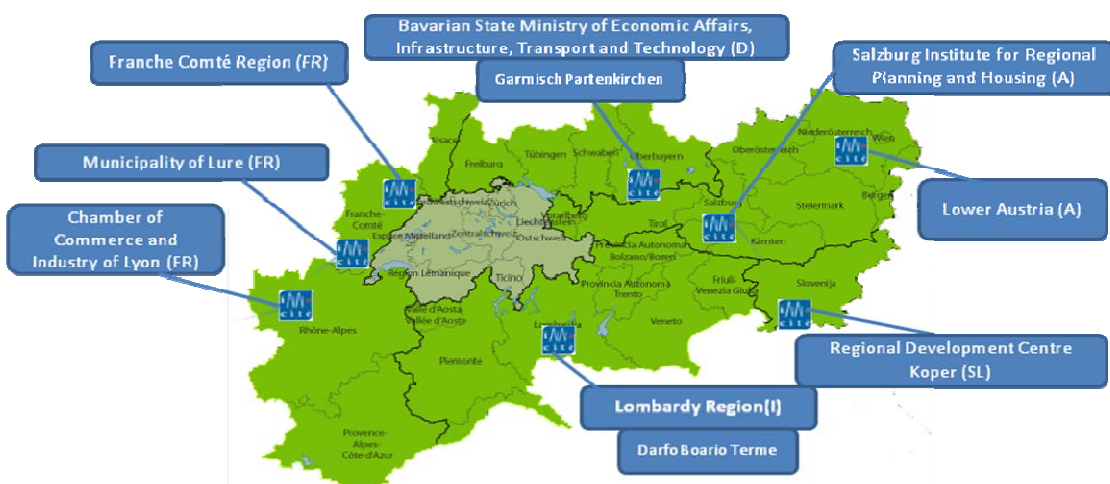
Among the most recent meaningful initiatives to re-launch urban retail in Lombardy Region I am very proud to mention the "Commercial Districts", which are conceived as expression of subsidiarity and self-organization of the community of enterprises, associations, households and institutions promoting, at local level, a coordinated system of complex actions in a selected territorial area. In other words, people and economic players performing a project of territorial development with freedom and direct responsibility in a medium-long term perspective, whose results will be measured through specific indicators.



The call for the promotion of commercial districts is made up with two different measures: 1) Urban Commercial Districts addressed to chief towns in the Region and in the Provinces; 2) Diffused Commercial Districts addressed to groups of minor towns with less than 25.000 inhabitants.

In relation to this innovative approach applied in Lombardy Region our DG welcomed the invitation of the Chamber of Commerce and Industry of Lyon to cooperate for the set up of the InnoCité project and trans-national partnership. The project proposal has been presented to the first call of the Interreg Alpine Space Programme on the "Alpine Space competitiveness and attractiveness" Priority. InnoCité was approved and started on July 1<sup>st</sup> 2008 and will last until June 30<sup>th</sup> 2011, with a budget sponsored by ERDF (76%) and national co-financing (24%), involving different countries of the Alpine Space (Italy, France, Germany, Austria and Slovenia).

The territorial eco-system approach of the InnoCité Project intends to encourage the sustainable development of small and medium-sized towns wishing a complementary position in front of the major metropolitan agglomerations.

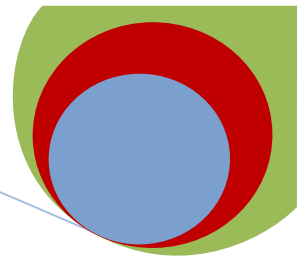


InnoCité aims at the improvement of attractiveness and life quality through the creation of a shared vision taking all the different functions into account. But within the Project a new interpretation of the “governance” concept is fundamental. This objective will be reached by the means of a direct involvement of local stakeholders (local authorities, politicians, spatial planning experts, economists, urban planners, SMEs, etc.) with innovative forms of public-private partnerships able to ensure sustainability and transferability of the project results.

The project is formed by different Work Packages including different steps and assignments: project management, information & dissemination, urban analysis and diagnosis, innovating strategies, implementation of pilot cases, modelling policies and networking (the last one coordinated by Lombardy Region).

The joint trans-national pilot case between Voghera and Neuville s/Saone is developed within Work Package 6 “Implementation of pilot cases”. The joint implementation implies communication and exchange of comments, ideas, remarks, etc.; the organization of this transnational kickoff meeting with regional and local authorities and local stakeholders; the presentation of the pilot actions (timing, activities, objectives, expected results). In one year there will be a mid-term meeting and after two years a joint final check and report will be drafted. During the joint final meeting the positive and negative results will be outlined.

Within WP6 the methodology and the tools developed during the InnoCité Project will be tested at local level in the different regions participating in the project. Actions are planned at local level, at the partnership level and within the transnational twinning.



In particular the actions at local level imply different steps: the involvement of all the public and private players potentially interested in a project for the development of the downtown (local authorities, economic associations, shopkeepers, handicraftsmen, cultural associations, etc.); analysis and diagnosis of the downtown in the pilot site; identification of strengths, weaknesses and criticalities in order to define a vision of development; design of short-medium term action plan for each pilot case.

Within the partnership the sharing of experiences at transnational level is essential to arrange common tools and methodology, followed by the draft of strategic recommendations for successful Town Centre Management initiatives.

The jointly developed pilot cases will be characterized by meetings and visits to exchange experiences and problems of the different pilot cases, apart from setting up strategies and sharing analysis and strategic methodological tools.

For further information about our participation in the InnoCité Project and its developments it is possible to directly contact our DG.



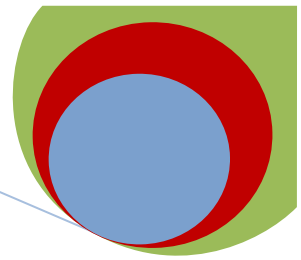
## The TCM approach



**Elena Franco – Expert for the pilot cases, TCM Italia**

One of the main objectives of the project Innocité is to implement the approach in the success of Town Center management, in the Alpine region.

Voghera and Neuville s / Saône are two pilot cases that lend themselves well to a path of experimentation in the project not because of their size in terms of population but as regards their positioning - are both in influence of two metropolitan centers (Milan and Lyon) - and their catchment area in terms of consumption. Both cities have also started a few years a process of creating a public-private partnership between the council and retailer association to carry on joint actions to revitalize the center.



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It is also important to stress that, within the project InnoCité will be conducted on both a city analysis in parallel during the WP4, which will make comparisons and set strategies in very effective.

Before getting to know and deepen the experience of Neuville, which can be considered in all respects a good practice in the Town center management, it seemed useful to give some introductory elements that enable a better understanding of this approach and its principles, to be a guide for experimentation on the case of Voghera.

Considering the trend - not only in the Alpine area but in general the city centers - to compete with other cities or suburban or poles, to another level, including commercial systems, it is unclear how the actions to be taken to counter the decline of the centers are very urgent and necessary.

The TCM is a method of intervention that wants to oppose the decline of the center making it an economic entity able to compete and be successful.

The proposed method is based on 4 pillars:

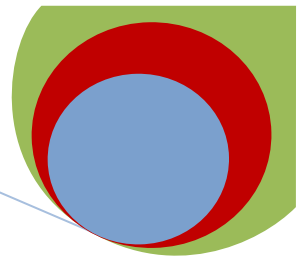
- o creating a public-private partnership between all stakeholders
- o approach to the problem and interdisciplinarity
- o shared strategic vision
- o professionalisation of managers and others involved





Were presented for each of these lines of action a few examples in the international arena in order to better understand the methodology through concrete actions.





## The experience of Neuville s/Saône



**Céline Le Toux – TC Manager Centreneuville**



**Michel Auroy – Deputy Mayor Neuville S/Saone**



The intervention in question wanted to witness the first 4 years of experience in the management of the partnership of the Center City by Neuville s / Saône.

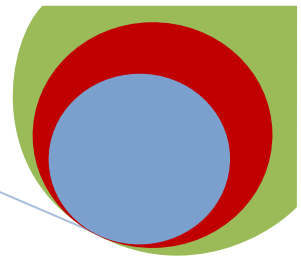
Neuville is a town of 7,200 inhabitants located 15 km north of Lyons and is one of the 57 municipalities of agglomerations Lyons.

The presentation wanted to retrace the main steps that led to the formalization of a public-private partnership structure called Centreneuville which now has as manager Celine Le Toux.

Were presented the main features of the center in terms of both demand and supply, and in terms of infrastructural facilities, services and resources, the main strengths and weaknesses and then focus on the ruler at the center.

Were presented the actions undertaken by the partnership in the years of activity and were also outlined the main goals and showing results by Neuville from his participation in the project Innocité, including the main ones are:

- Expanding the partnership with new private
- Develop models for monitoring and forecasting
- Test strategies for managing change



## Conclusions



**Graziano Percivalle – Deputy Mayor Voghera**

The deputy mayor of Percivalle after thanked all the speakers at the meeting, reiterated the importance of Voghera participation in the European project InnoCité and has called for the participation and involvement by all parties intervened in the meeting of the phrase business and association of town.

He finally concluded by thanking the representatives of Neuville and confirmed the interest of Voghera reciprocate the visit by a delegation of local actors in the month of October 2009.



## Lombardy Region

### DG Trade Fairs and Markets

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