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when connected



ULI Urban Investment Network Workshop

# Business-Friendly Cities

The Urban Land Institute in partnership with the City of Torino

## Programme

NH Santo Stefano  
Via Porta Palatina, 19  
10122 Turin

**20-21 November 2012**



Torino Internazionale

[www.urbaninvestmentnetwork.com](http://www.urbaninvestmentnetwork.com)

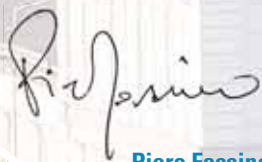
# Welcome

The City of Turin is proud to be hosting this important event. The workshop offers a unique opportunity to share learning between European cities recognised for their proactive approach to improving their business environment, and to hear first-hand about the investment location criteria of businesses.

As cities are increasingly identified as the business and employment hubs of national economies, greater attention is being paid to how local and regional factors play into business performance. Cities can be more or less open to corporate investment, more or less efficient in their dealings with business, more or less adept at fostering entrepreneurship.

During recent years, the City of Turin has undertaken substantial improvements in all areas of urban life, becoming a much more attractive city for residents and visitors alike, while raising its international profile. The urban landscape has been regenerated, from its historic centre to outlying communities and former industrial areas; new transport infrastructure has been provided. The City has developed effective public-private partnerships, enhanced its cultural offer, promoted excellence in higher education and research, and developed the high-tech economy. The city and the main metropolitan stakeholders have recently relaunched the strategic planning approach via the Association Torino Internazionale and are beginning to develop a local economic strategy.

As Turin is taking steps to ensure the excellence of its own business environment, I would like to invite you to engage in this open exchange of expertise and experience to support the future success of all our cities in the years to come.



**Piero Fassino**, Mayor of Turin and  
President of Torino Internazionale



# Speakers



## Guido Bolatto

Secretary General, Chamber of Commerce of Torino  
Guido Bolatto has been Secretary General of the Chamber of Commerce, Industry, Handicraft and Agriculture of Torino since

August 2001. The public organisation is the voice of nearly 238,000 companies working in the province and gives concrete support on many general issues. He is also Director of the Semi-Autonomous Entities of the Chamber of Commerce: the Torino Incontra Conference Centre (from 2002) and the Chemical Lab (from 2006). Furthermore he is member of the Secretaries General Assembly, Board Member of Tecno Holding Spa, and Standing Member of the Board of Auditors of Infocamere s.c.p.a.

Bolatto is also holding office as member of the Torino Wireless Foundation, and as standing member of the Board of Auditors of the Marketing Institute for Piemonte agricultural and food produce. Bolatto received a degree in Economics from the University of Turin. His previous positions include ten years with Arthur Anderson.



## Mario Calderini,

Senior Advisor to the Minister for Research and Innovation  
Mario Calderini holds a PhD in Economics from the University of Manchester and a MSc in Engineering from Politecnico di

Torino. He is Full Professor of Strategy and Innovation Management at Politecnico di Torino where he is also Deputy Director of the Doctoral School. He sits on the Board of Directors of the Italian National Agency for Innovation under the Presidency of the Council of Ministers. From 2005 to July 2010 he was the President of Fimpiemonte, the regional development agency of Piemonte Region, managing a 300 million euro yearly budget and several science parks and academic incubators. He is now senior advisor to the Regional Minister for Research and Innovation and he is a consultant for the European Commission, the OECD and several Italian Ministries. He is also a member of the European Patent Office Academy Advisory Board. Mario Calderini's main academic interest is in the economics and management of innovation. His numerous publications in highly ranked international journals cover several topics:

technology and innovation policies, empirical studies on the determinants of innovative activity, technology and knowledge transfer, the strategic management of intellectual property rights and finance for innovation.



## Valentino Castellani

Vice-President, Torino Internazionale & Former Mayor of Turin, Italy  
Castellani graduated in Electronic Engineering in 1963 from the Politecnico di Torino and

spent a year at MIT in Boston where he graduated in Electrical Engineering in 1965. He was also appointed Full Professor of Telecommunications at the Politecnico di Torino. His research field was that of satellite communications and besides teaching and research he served as Deputy Rector and Director of the Electrical Engineering Department. In 1993 he was elected Mayor of Turin and confirmed for a second term 1997, during this period he led the candidature of the city for the 2006 Winter Games that were assigned to Turin in 1999. In 2001, closing his second term as Mayor, he was appointed President of the Organising Committee (TOROC) of the Olympic Games. Castellani retired from the Politecnico in 2002 and became President of UniManagement. Earlier in 2012 he became Vice President of Torino Internazionale, the body charged with strategic planning in Turin.



## Greg Clark

Senior Fellow, ULI EMEA  
Clark is Senior Fellow, ULI EMEA and Lead Advisor on City and Regional Development at the Department for Communities and Local Government, UK, Chairman

of the OECD Forum of Development Agencies and Investment Strategies, and Professor at Cass Business School, City of London, and advisor to cities and companies world-wide. He has recently authored three major reports for ULI: London/New York in the 21<sup>st</sup> Century, Global Indices and Closing the Investment Gap in Europe's Cities.



## Ilda Curti

Deputy Mayor for urban planning, urban regeneration and integration of new citizens  
Ilda Curti holds a degree in Philosophy from Pavia University and started her career as

Parliamentary Assistant in Bruxelles. She was Head of International Relations at Torino Municipality from 1994 to 2001 and subsequently Director of the urban regeneration project 'The Gate' in Torino. From 1994 to 2001 she was Deputy Mayor on Integration policies and urban regeneration. She is currently President of the European network Quartier en crise. In 2010 she has been appointed *Chevalier dans l'Ordre National du Merite* of the French Republic.



## Erwin Daalhuisen

Senior Consultant Area Development, Fakton  
Erwin Daalhuisen is a graduate economist and Master of Urban Management from Erasmus University Rotterdam. He has

prolonged experience working as a policy advisor at the Development Company of the Municipality of Amsterdam, working on projects such as the land price policy, land lease policy and application, and area developments such as Zuidas, IJburg and the IJ-waterfront.

In 2006, he joined Fakton as a real estate consultant. His core expertise is helping all stakeholders in transforming complex area developments into clear multiple business cases, which help towards reaching sustainable negotiation results. As a senior consultant, Erwin Daalhuisen is responsible for a wide range of projects in varying fields, both in the Netherlands and abroad. He is a lecturer at the Amsterdam School of Real Estate in the field of Risk Analysis and Risk Management in Complex Area Developments.



## Martin Eichler

Deputy Chief Economist and Member of the Executive Board, BAK Basel Economics  
Eichler studied economics with a focus on applied and empirical economic research at the University

of Konstanz, Germany and the University of Western Ontario, Canada. From 1995-2000 he worked as a research assistant for Prof. Dr. M. Lechner at the University of Mannheim, Germany, and the University St. Gallen, Switzerland.

Joining BAK Basel Economics as Senior Economist in 2001, he is responsible for the Swiss sectoral model and sectoral prognosis, the budgetary planning models and parts of the IBC Report. In 2006 he became a member of the Executive Board.



### Mike Emmerich

CEO, New Economy Manchester Combined Authority and LEP  
Mike has extensive experience in economic development and regeneration. Prior to joining New Economy Mike was the

founder-Director of the Institute for Political and Economic Governance at the University of Manchester. He returned to Manchester from London where he had been a Civil Servant at HM Treasury and in the No 10 Policy Unit, where he was the Senior Advisor on local government and regeneration. He has also worked as a management consultant on local government projects, including for Ernst and Young.

He is a Governor of the Royal Northern College of Music, a trustee of ADS (Addiction Dependency Solutions) and of the Tutor Trust which provides learning support to schools in deprived areas. He is also a former trustee of the National Heritage Memorial Fund and Heritage Lottery Fund. He has also acted as an external expert to international projects for the European Commission, OECD and others.



### Piero Fassino

Mayor of Turin and President of Torino Internazionale  
Piero Fassino was born in Avigliana (Torino) on 7<sup>th</sup> October 1949. Graduated in Political Sciences, he was elected

Councillor at the City Council of the City of Torino in 1975 and Provincial Councillor in 1980.

Member of the Italian Parliament since 1994, he has served as State Secretary for Foreign Affairs, Minister of Foreign Trade, Minister of Justice and Chairman of the Political Committee of the European Security and Defence Assembly/WEU Assembly. In November 2007, he was appointed European Union Special Envoy for Burma/Myanmar.

He was elected Mayor of Torino, in the first round, on 16<sup>th</sup> May 2011 with 255,237 votes, representing 56.66% of the vote. Mayor officially proclaimed on 30<sup>th</sup> May 2011.



### Graça Fonseca

Deputy Mayor for Economy and Innovation, City of Lisbon  
Graça Maria da Fonseca Caetano Gonçalves was elected Deputy Mayor of Lisbon in 2009, with responsibility for economy,

innovation, modernisation, and decentralisation. Her previous appointments include being a consultant to the Office of the Secretary of State Assistant to the Prime Minister (2008-2009), Chief of Staff to the Minister of State for the Interior (2006-2007), Chief of Staff to the Secretary of State for Justice (2005-2006), Advisor to the Ombudsman for the area of the State Administrative Organisation (2002-2005), and Deputy Director of the Office of Policy and Planning, Ministry of Justice (2001-2002). She was a research assistant at the Center for Social Studies, Faculty of Economics, University of Coimbra, for three years.

Dr. Fonseca has a Phd in Sociology by ISCTE-University Lisbon Institute, a Master in Sociology by the University of Coimbra and a degree in Law.



### Paolo Giovine

Partner, H-Farm Ventures  
In 2011 Paolo Giovine became a Partner at H-Farm ventures, the largest venture incubator in Italy. Paolo is in charge of developing start-ups in the media and entertainment area, bringing over ten years' experience in digital and broadcasting to H-Farm's investment choices.

Born in Italy in 1972, Paolo Giovine collaborates with many cultural initiatives in his home town of Turin. As well as serving as a Partner at the publisher Lindau, Paolo also held several positions within the publishing group L'Espresso, first as the group central controller and later as CFO of the Internet Area (ex-Kataweb). From 2005 to 2011 he was General Manager of Radio&TV Area, a leading operator in the Italian private radio sector. Since 2010, he has invested in the creation of a new publishing platform for tablets, which also aims to create wonderful books for his three kids.



### Gerard Groener

CEO, Corio NV  
Gerard started in property in 1985 for Akzo-Nobel in several functions, ultimately as acquisition manager for Akzo pension fund until 1993. His

desire to work more in the front line brought him to Van Wijnen, a contractor, where he worked as a developer until 1996. That year he moved to Winkel Beleggingen Nederland (WBN), a full ABP subsidiary, developing his love for shopping centres and consumers. In December 2000, after the VIB-WBN merger, Gerard became Managing Director of

Corio Nederland Retail. He joined the board of Corio NV in 2006 and became CEO of Corio as per 1 May 2008. He's is Vice Chairman in EPRA and has been a long time member of ULI, chairing the Dutch national council. Gerard holds a non-executive position in Bouwinvest, a non-listed property company.



### Pietro Guindani

Chairman, Vodafone, Italy  
After graduating in Business Administration at the Bocconi University in Milan in 1982, he began his career at the Italian branch of Citibank in the Global

Corporate Banking sector until 1986.

Between 1986 and 1993 he held a number of different positions in the chemical industry, first as Director of International Finance at the Montedison Group and finally as Chief Financial Officer of the European Vinyls Corporation in Brussels.

In 1993 he became International Finance Director of the Olivetti Group and in 1995 joined Vodafone Italy (at the time Omnitel Pronto Italia, controlled by Olivetti) as Chief Financial Officer of the company, and subsequently Chief Financial Officer of the Vodafone Group South Europe, Middle East and Africa Region. From 2004 to 2008 he held the position of Chief Executive Officer of Vodafone Italy and member of the Vodafone Group Executive Board. In Confindustria (Confederation of Italian Industry), from 2004 to June 2009 he was Chairman of Asstel-Assotelecomunicazioni, the trade association representing the telecommunications companies, and remains a member of its Executive Board. He is also a member of the Executive Boards of Confindustria, Unindustria (Rome entrepreneurs association) and Assolombarda (Lombardy entrepreneurs association).



### Per Justesen

International & Economic Development Coordinator, Grand Lyon  
Per Justesen works in International Relations at the Grand Lyon Authority. In charge of the

coordination of International Partnerships, he is responsible for linking international and economic development. Justesen holds a degree in Political Science and Urban Planning from the University of Copenhagen and the Université de Lyon.

**Dominique Mariani**

CEO, Agence pour la Promotion Internationale de Lille Métropole At 45, Dominique MARIANI, CEO of the Lille Metropole Development Agency (APIM), has solid experience in the economic

development of territories, innovative companies and services. Having voluntarily chosen an internationally and innovation orientated career path, Dominique MARIANI developed in a multicultural and multisectoral environment (economic development, company services, ICT, biotechnology). In particular, he occupied managerial positions at economic development agencies (Manche Expansion, Technopôle du Futuroscope de Poitiers) and at international groups such as: ChemDry (Home Depot group), 24/7 RealMedia (WPP group). Before his recent nomination as CEO of the APIM, Dominique MARIANI was the mobile security division director and project manager under the President of Neo Security, the largest French private security group.

**Robert Maury**

Managing Director, Provence Promotion

Robert Maury has extensive expertise in inward investment and international site location, having successfully supported

the location of such U.S. firms as HP Compaq and Scotts in Lyon. He joined ADERLY, Lyon's Agency for Economic Development, at its inception in 1974. Following this he became International Manager at the Lyon Chamber of Commerce and Industry (1981-90). He later became Executive Director at ADERLY, where he gained significant experience in international technology cooperation.

Maury is one of the founding members of the 'Invest in France Network' and a member of the Lyon Life Sciences Network. He is currently Managing Director of Provence Promotion, the economic development agency of the Bouches-du-Rhône region, which includes the City of Marseille. Maury holds a Masters Degree in Public Law from the University of Burgundy.

**Debra Mountford**

Senior Policy Analyst, Local Economic and Employment Development Programme, OECD Debra Mountford joined the OECD in 1997 and is a Senior Policy Analyst and Manager of the OECD

LEED Forum of Development Agencies and Investment Strategies at the Local Economic and Employment Development Programme. She is responsible for OECD work on 'Delivering Local Development' which includes international reviews of development agencies, local economic and investment strategies, financial tools and instruments, post conflict economic development and local development catalysts. Through her work in the LEED Programme she advises national and sub-national governments on policy making and works to build local economic development capacity in member and non-member countries. Debra Mountford has been involved in over 30 OECD reports, studies and publications, most recently Organising Local Economic Development (2010), Recession, Recovery and Reinvestment (2009), and Investment Strategies and Financial Tools for Local Development (2007). She is currently an Editorial Board Member for the Local Economy Journal. Prior to joining the OECD Mountford was a Chartered Town Planner in the United Kingdom.

**Stuart Patrick**

CEO, Glasgow Chamber of Commerce

Stuart Patrick is committed to delivering a strong business influence on the development of a growing prosperous city. The

Chamber focuses on where it can be an effective channel to the city's business community and is passionate about making Glasgow an excellent place to do business.

Patrick was previously Senior Commercial Director at Scottish Enterprise responsible for the development of the agency's business plan. Prior to that he led Scottish Enterprise Glasgow in its role as Glasgow's business led economic development agency. He was responsible for co-ordinating the investment of Scottish Enterprise resources in the growth of the city's economy. He has

devoted much of his career to the economic transformation of Glasgow and has served in many partnership roles over twenty years. His initial career was with Ernst and Young where he qualified as a Chartered Accountant and specialised in support to small and medium sized business and he graduated with an MBA at Strathclyde University. He took his first degree at Glasgow University.

Stuart Patrick has a number of business and personal interests around Glasgow including directorships of the Glasgow Science Centre, the Wise Group and the Arches Theatre.

**Rijk van Ark**

Director, Economic Affairs Department, City of Amsterdam

Rijk van Ark (1957) became Director of Economic Affairs at the City of Amsterdam in 2010. The

department is committed to advancing a favourable business climate and securing the future economic development of the Amsterdam Metropolitan Area. Other major responsibilities carried out by the Economic Affairs Department includes the annual acquisition of 120 international companies and city marketing efforts as part of the 'Iamsterdam' brand.

In his role of Director of Economic Affairs, Rijk van Ark was a driving force behind the establishment of the Amsterdam Economic Board, a body which promotes close cooperation between the trade and industry sector, knowledge institutions and governmental institutions in the Amsterdam area. A Knowledge & Innovation Agenda has been drafted to further support this cooperation by means of seven main clusters and future scenarios have been devised to help Amsterdam realise its goal of becoming one of the three global business hubs in Europe.

Rijk van Ark's previous positions include: Director of Corporate Communications, City of Amsterdam, Senior Business Consultant at Berenschot and Head of Corporate Communications at the Port of Rotterdam.

**Workshop location:**  
NH Santo Stefano  
Via Porta Palatina, 19  
10122 Turin



## Programme Overview

### 20 November

20.30 – 22.30 Mayor's Dinner (by invitation)  
Guest Speaker: **Paul Bevan**,  
Secretary General,  
EUROCITIES

### 21 November

10.00 – 10.15 Welcome Note  
10.15 – 11.15 Keynote Speech  
11.15 – 13.00 Morning Panels  
13.00 – 14.00 Lunch  
14.00 – 14.15 Mayor's address  
14.15 – 15.45 Afternoon Panels  
15.45 – 16.00 Wrap-up and Close

# Programme

**09.30 – 10.00** *Registration and coffee on arrival*

**10.00 – 10.15** **Welcome and Introduction – Ilda Curti**, Deputy Mayor, City of Turin

**10.15 – 10.30** **Guest keynote – Graça Fonseca**, Deputy Mayor for Economy and Innovation, City of Lisbon

**10.30 – 11.15** **Keynote: The role of business-friendliness for local economic development**

- How can you define and measure business-friendliness at the local level?
- How important is business-friendliness as an aspect of a location's competitiveness?
- What can cities do to be more business-friendly?

Speaker: **Martin Eichler**, Deputy Chief Economist, BAK Basel Economics

**11.15 – 12.15** **Morning Panel 1: Developing a strategy for business-friendliness**

- What key issues have you identified to improve business and investor friendliness?
- Who and what is involved in developing a strategy in response?

Panellists: **Glasgow: Stuart Patrick**, CEO, Glasgow Chamber of Commerce  
**Lille: Dominique Mariani**, CEO, Agence pour la Promotion Internationale de Lille Métropole  
**Turin: Valentino Castellani**, Former Mayor and Vice President of Torino Internazionale  
**Lyon: Per Justesen**, International & Economic Development Coordinator, Grand Lyon

**12.15 – 13.00** **Morning Panel 2: Implementing a local strategy for business-friendliness**

- What does the implementation of a programme for business/investor friendliness involve?
- What communication is required internally within city government, and externally to partner organisations and the market?

Panellists: **Amsterdam: Rijk van Ark**, Director, Economic Affairs Department  
**Manchester: Mike Emmerich**, CEO, New Economy Manchester  
**Provence: Robert Maury**, Managing Director, Provence Promotion

**13.00 – 14.00** **Lunch**

**14.00 – 14.15** **Mayor's address** – **Piero Fassino**, Mayor of Turin

**14.15 – 15.00** **Afternoon Panel: Business Testimonials**

- Why did you decide to invest in a particular city and are you planning to expand?
- How did the city help with the progress of your particular project?
- Do you believe the city has a sufficiently long-term vision for its relationship with business and investors?

Speakers: **Gerard Groener**, CEO, Corio NV, Netherlands  
**Pietro Guindani**, Chairman, Vodafone, Italy  
**Paolo Giovine**, Partner, H-farm, Italy

**15.00 – 15.45** **Roundtable discussion: What does business-friendliness mean for different types of businesses?**

- What do different types of businesses and different sectors need?
- Which sectors/types of businesses benefit most from local government support? Are those the ones that contribute most to the local economy?

Panellists: **Debra Mountford**, Senior Policy Analyst, OECD LEED  
**Guido Bolatto**, Secretary General, Chamber of Commerce of Torino  
**Erwin Daalhuisen**, Senior Consultant Area Development, Fakton  
**Mario Calderini**, Senior Advisor to the Minister for Research and Innovation, Italian National Government

**15.45 – 16.00** **Wrap-up and closing comments**

# UIN Benefits

## Activities and Outputs

**The annual programme of activities include:**

- Seminars and forums held during the following exhibitions and conferences
  - ULI Finance & Development Outlook conference; Paris, February
  - MIPIM, Cannes, March
  - ULI Trends conferences, various cities, summer
  - Expo Real, Munich, October
  - ULI Urban Investment Summit, various cities, winter
- Tailored workshops hosted by Network Partners throughout the year

## Partner Benefits

**Connections:**

- Meet leading peers and business partners in a neutral and stimulating environment
- Advanced notification and priority registration for all Network events
- ULI membership providing access to our global network of 35,000 professionals

**Knowledge and Education:**

- Designated contacts to receive hardcopy copies of reports, newsletters and journals
- Fully formatted and distributable digital copies of each publication

**Collaboration:**

- Complimentary places at the annual ULI Urban Investment Network Summit
- Invitations to events throughout the year to help you discover solutions relevant to your development goals

**Visibility:**

- Recognition as a ULI Urban Investment Network Partner on all report publications, events and the ULI website
- Acknowledgement in pan-European publications such as PropertyEU magazine

# ULI Urban Investment Network

## About the ULI Urban Investment Network

The ULI Urban Investment Network is an independent European network designed to promote and facilitate world class investment in urban development. The initiative has been developed by the Urban Land Institute in collaboration with a group of leading cities, European Institutions and private sector organisations.

The Network is working to facilitate a continuous dialogue between public and private sector leaders who are seeking to improve their ability to collaborate. It's premise is that public - private relationships with a high level of collaborative working provide more opportunities to bridge investment gaps and overcome city development challenges. For more information on joining the Network, contact the UIN Project Manager at [gesine.kippenberg@uli.org](mailto:gesine.kippenberg@uli.org)

[www.urbaninvestmentnetwork.com](http://www.urbaninvestmentnetwork.com)

## Founding Partners:



Ajuntament de Barcelona



## Knowledge Partners:



## Partners:

City of Dublin | City of Glasgow | Glasgow Chamber of Commerce | City of Lisbon  
NCC | Places for People | Segro | City of Turin



## About the Urban Land Institute

ULI – the Urban Land Institute – is a non-profit research and education organisation supported by its members. Founded in Chicago in 1936, the institute now has over 30,000 members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines and working in private enterprise and public service.

[www.uli.org](http://www.uli.org)



## Urban Land Institute

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