

SUPSI

Poles of economic development: a right pathway to foster entrepreneurial and innovation processes?

Case study: Industrial Zone of Cantonal Interest (ZIIC) Biasca - Ticino

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Concept: Industrial Zone of Cantonal Interest (ZIIC)

- ZIIC is born in the late 70^s
 1. Biasca late 70^s,
 2. Riazzino mid 90^s, and
 3. Balerna late 90^s



Hypothesis (Public administration)

Hypothesis: By defining settlement spaces for innovative companies with high added value, it would be possible to stimulate and trigger off virtuous innovation processes and increase productivity.

But:

1. Despite the existence of policy documents there is no a precise definition of the concepts (ZIIC and Poles of economic development-PSE).
2. The performance and outcomes pertaining to each ZIIC in Ticino has been uneven.

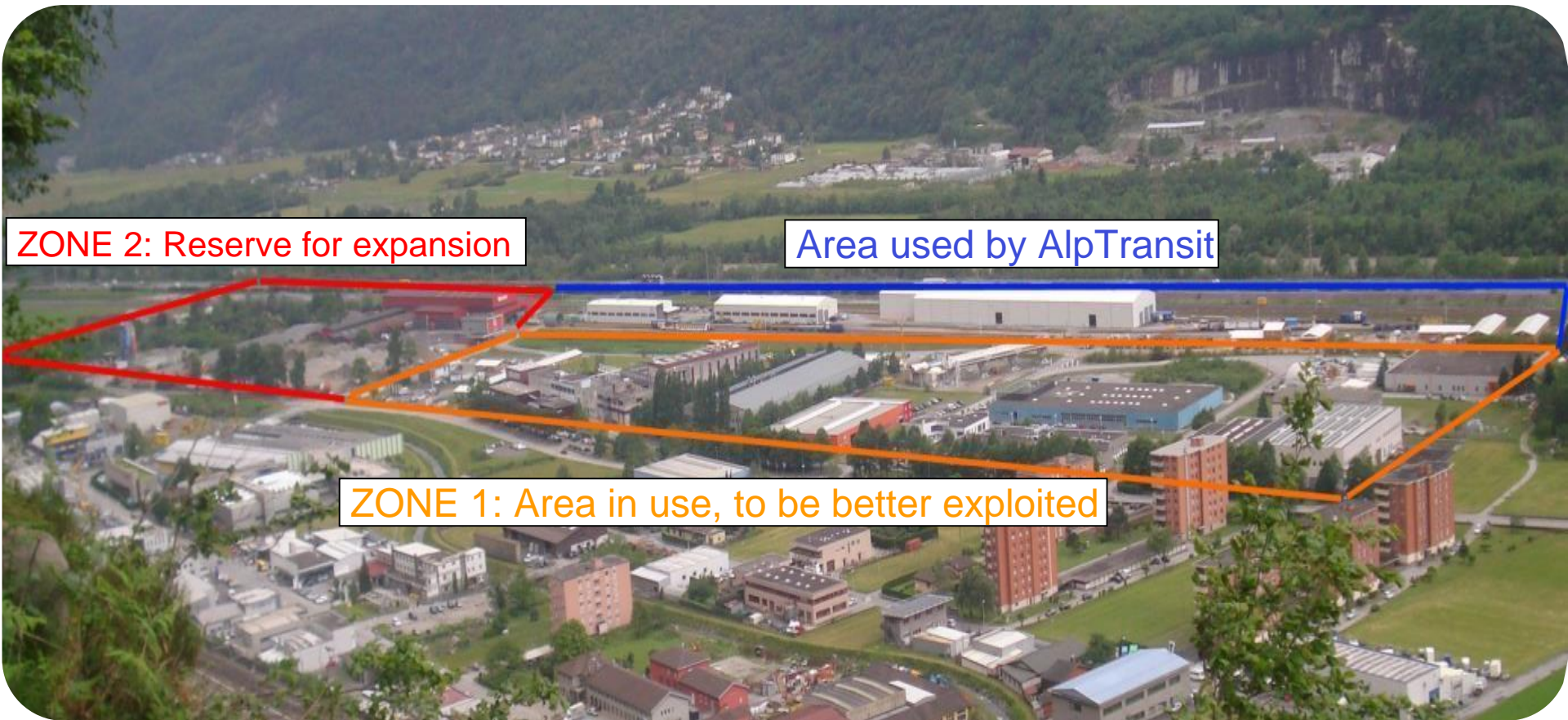
Case study ZIIC Biasca: Overview

- Established in 1979 as ZIIC, from 2015 PSE
- Area:
 - Zone 1 ca. 134'000m² – In use, to be optimized
 - Zone 2 ca. 85'000m² – Reserve for expansion
- Current situation – Zone 1 “Full but not optimized”:
 - 5 lots occupied by active firms (only 1 “performing” company)
 - 1 lot occupied by an incoming project 2016
 - 3 lots blocked by company failures

Difficult establishment of new entrepreneurial activities..

...Zone 2 blocked for expansion!

Case study ZIIC Biasca: Overview



A strategic and operational study - I

Requested task: to provide some **scenarios** regarding the **consolidation and development** of the ZIIC-PSE:

- Considering: the **alignment** with the legislative changes; the current strategic settings at the Cantonal level, in particular concerning the **territorial planning** and the **managerial strategy** of the **PSE**;
- Assessing: the **feasibility and sustainability** in terms of territorial planning, economical and managerial settings, environment and social impacts, institutional involvement;
- Providing: **precise actions** to be undertaken and tools to manage them.

A strategic and operational study - II

Second purpose: to collect insights to plan a more coherent economic and innovation strategy in the Canton in the field of industrial zones.

- Project supported by the Cantonal authorities:
 - The Office for Economic Development (DFE-USE)
 - The Section of the Territorial Development (DT-SST)
- Because it fits with:
 - An important and wider strategic thinking about the whole regional system of development (Bellinzona and Valleys)
 - A key strategic thinking about the future of the industrial zones in Ticino (industrial and territorial policies)
 - A wider political discourse: New Regional Policy

Methodology

- We focused on:
 - Reconstruction of ZIIC's **evolution**
 - Assessment of ZIIC's current **situation**
 - Analysis and discussion of the **trends** in terms of Industrial Zones
- Vectors of analysis:
 - Management and **governance systems**
 - **Decision making** processes
 - Communication and **cooperation among companies themselves and public authorities**
 - **Companies' role** in co-steering and managing the industrial zone

Preliminary findings - I

- **Critical issues:**
 - Governance
 - Roles and responsibilities, rights and duties, decision making,...
 - Spatial planning and development
 - Lots division and allocation, construction and use of structures,...
 - Management and “game rules”
 - Establishment and permanence conditions, incentives system, stakeholder empowerment,...

Preliminary findings - II

- **Main effects:**
 - Deadlock situations
 - Potentially usable space: hard to make it available, complicate recovery of spaces and buildings for new business activities,...
 - Not optimal use of space (lots and structures)
 - Reduced probability to extend the area, limited possibilities of new settlements,...
 - Lack of dynamism
 - Lack of attractiveness, limited entrepreneurial and innovative initiatives, limited interaction among firms and with the territory,...

Proposed scenario/s

Proposal: A development path for the ZIIC-PSE in 3 steps

- Step 1: “STATUS QUO PLUS”
→ Avoid the decline
- Step 2: “CONSOLIDATION AND RELAUNCH”
→ Positioning at regional level
- Step 3: “EXPANDED POLE OF ECONOMIC DEVELOPMENT (EPED)”
→ Positioning at cantonal level

Acting mainly on governance and multi-stakeholders management...
...to foster entrepreneurial and innovation processes

Step 1: “STATUS QUO PLUS”

Main objective: To avoid further deadlock situations created by unusable space or used inefficiently.

- Changes on the ZIIC-PSE's commission
- Introduction of conditions for new settlements:
 - Settlement conditions
 - Permanence conditions
 - Clauses for ceased activity

Step 2: “CONSOLIDATION AND RELAUNCH”

Main objective: To unblock the deadlocks and promote the optimized exploitation of space.

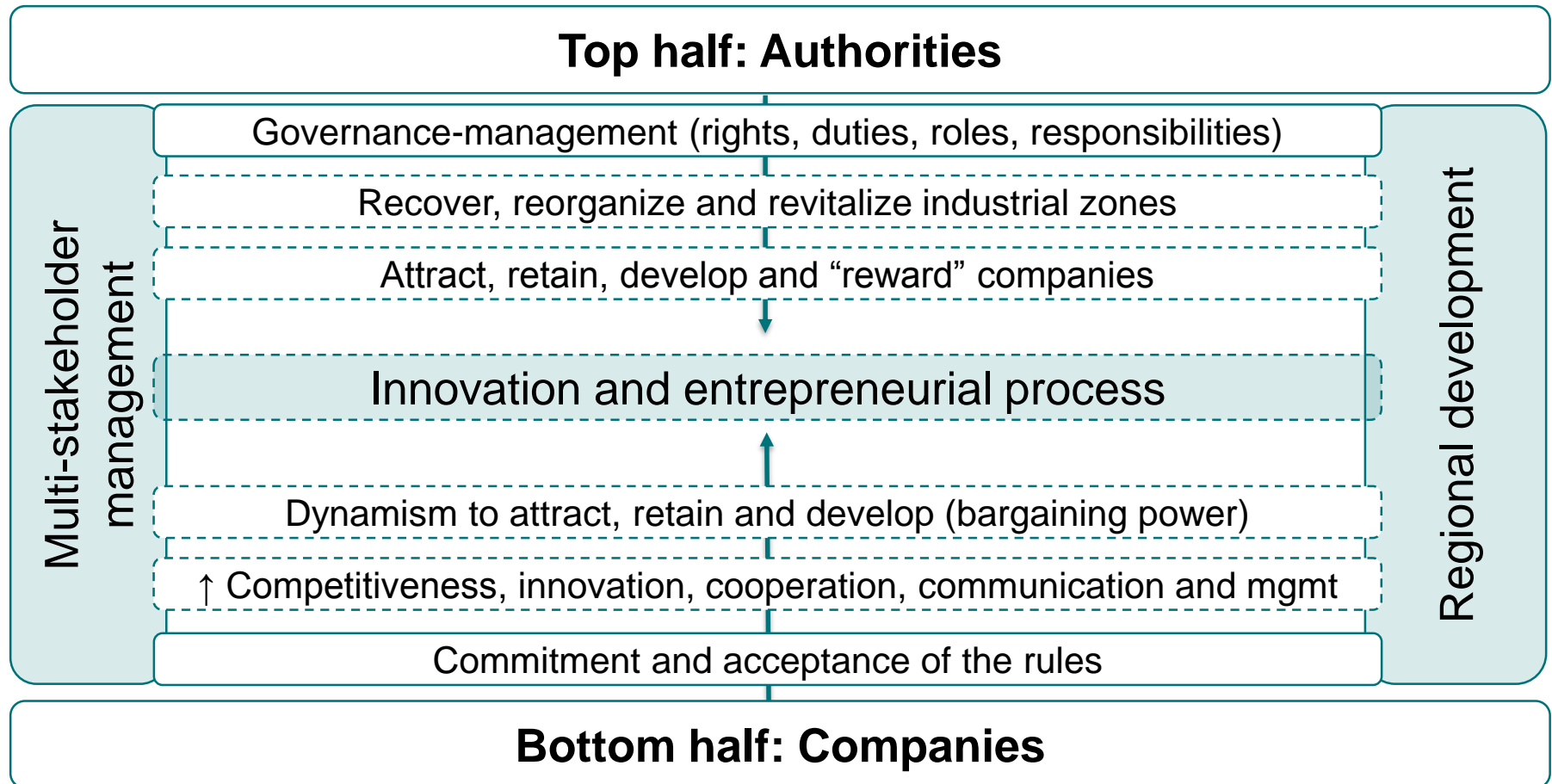
- Rearrangement of the ZIIC-PSE's commission
- Definition of a new strategic orientation
- Extended conditions for companies already settled
- Introduction of tools for unlocking the deadlocks and optimizing the use of lots

Step 3: “EXTENDED POLE OF ECONOMIC DEVELOPMENT (EPED)”

Main objective: To optimize the use of the existing industrial areas, while enhancing local skills and promoting regional development.

- Definition of a regional development strategy
- Creation of a EPED, and expansion on the ZIIC-PSE's Zone 2
- Organization of the EPED
- Management of settlement areas on the EPED

Lessons learned – Approach



Workshop-thesis

«Centres régionaux, priorités du développement et réseaux»

- Les innovations à l'interne sont dépassées. Les entreprises doivent, pour innover, échanger avec d'autres entreprises régionales.
- Les centres régionaux et les pôles de développement économique jouent, en raison du renforcement du potentiel d'interaction, un rôle important dans les processus d'entreprises et d'innovation.

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