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IMPACT EVALUATION AND DESTINATION MANAGEMENT OF THE XX OLYMPIC WINTER GAMES (TORINO 2006) *

by

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The XX Olympic Winter Games (OWG) - which are going to be held in the Piedmont region, Italy, from February 10 to 26 2006 – is a huge, mega- and global event, whatever classification you like¹. In the same region from March 10 to 19 2006, the IX edition of the Winter Paralympic Games are also to be held, which are considered here as a same event with the OWG, for the close connection between the two events and mainly in relation to the objectives of this paper and of this conference. In fact, our interest for this mega-event, like the majority of the designated region's citizens, is to understand the possible effects on local and regional development, why and how the event can be an important occasion for social progress, which are the most serious negative, predictable, impacts and how the territorial Authorities are managing the event and its sites so as to maximize the short and long term benefices and to minimize the financial and socio-ecological costs, and how they plan to compensate the irreducible ecological damages. To satisfy this interest, it is necessary to consider and evaluate the specificities of the event and its organisation, the conditions (physic-biological and social) of the designated territory and of the external territories, which may be involved by the event and which might influence the expected effects, and not least the local development strategy connected with the event. All this implies the assumption of a theory of the competition and territorial development factors in the scenario of the flexible and globalistic capitalism of this new century.

Therefore, this paper illustrates the event and its region, the event destination management and the event impacts evaluation as presented by the event organisation Committee, and the expected local results, some personal reflections and suggestions about local development directions and projects over the event.

1. The enterprise of Torino 2006: the Olympic event and its region.

The Olympic Winter Games, which in 2006 are reaching the XX edition, is an internationally defined repetitive event. On a global scale, it is certainly important in sports development geography, for the image of each participant nation, for developing feelings of international cooperation and human solidarity, for the image and marketing interests of sponsors. But the identity of the event is mainly given by the specificities and management capabilities of the destination communities, at national, regional and especially local scales. It is just the same for its

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¹ For events classification see the recent proposal of C. Guala (2002) elaborated on the basis of previous classification, - and those of Essex and Chalkley (1998), Cashman and Hugues (1999), Hiller (2000), Hall (1989) and Roche (2000) - which are synthesised in Guala's article.

effects, whose positive balance, or assumed as such, induced local public decisions-makers to candidate the city of Torino (Turin) and its region (in march 1998). It is therefore correct to identify the event with the event enterprise which is named: "Torino 2006", stressing not only the central place of the "Olympic geo-system" or region but also the place which relies more on the event for its economic progress. This relationship place/event is stressed, in our case, by the same logo that represents a symbolic building of Torino: la Mole Antonelliana² built in XIX century as synagogue but never used as such and recently home of the important National Film Museum. The other "Olympic places", that are directly affected by the geographical distribution of the Olympic functions (Olympic villages, sport facilities and equipments), are the municipality of Grugliasco in the suburban area of the metropolitan area of Torino, the small town of Pinerolo (30 km from Torino, at the outlet of the Chisone Valley), the even smaller town of Torre Pellice in the Pellice Valley and various skiing localities in the high valleys of Susa and Chisone (Bardonecchia, Sauze d'Oulx, Claviere, Cesana-San Sicario, Sestriere, Pragelato), all within an 80 km range.

Torino (today, municipality counts some 865.000 inhabitants) is the chief town of its Province (less than 2.2 million inhabitants, 1.5 million of whom are concentrated in the Torino metropolitan area) and also the chief city of Piedmont (4.2 million inhabitants), one of the largest (25,000 square kilometres) politico-administrative regions of Italy and also one of the most important for its economy³.

Piedmont occupies almost the whole north-western part of the country, on the borders with France, enclosed on three sides by the Alps which form an arc. Together with the nearby Aosta Valley, which is today a autonomous Region, it includes the Italian side of the Western Alps, where the mountains, for lack of pre-alpine chains, appears like a great wall - rising, with numerous summits higher than 3000m. with some of them over 4000m., above a plain of heights varying from 350 m to 60 m. (above sea level). Torino is situated just at the centre of the rays formed by the valleys of this alpine arc, in the middle of Piedmont, at the outlet of the Susa Valley, the most important natural access route to France through the Alps; just where the plain of Po, the main river of the region, forms a very narrow corridor (about 20 km. wide) between the alpine mountains and the hilly areas south-east of Torino.

The position of the town, which makes for a spectacular panorama and also makes Torino a capital of the Alps, has deeply marked its history since its foundation as a Roman fortress (like the smaller town of Susa in the mountains) along the trans-alpine route through the passes of Monginevro (1854m.) and Moncenisio (2084m.), even if in different ways and intensity according to the conditions of the European context. Surviving until the fall of the Roman Empire, the town started to expand outside its Roman Wall only at the end of the XVI century, when Duke Emanuel of Savoy (an alpine territory on both sides of the chain) made Torino the capital of his small but strong State. Its expansion and development then followed both the destiny of the territorial expansion of the dukes, later kings, of the Savoy dynasty until the Unification of Italy in 1861 - when the Savoys

² The unmistakable, towering silhouette of the Mole Antonelliana soars towards the sky, is transformed by the logo into a mountain made of crystals of ice. "A modern, dynamic, innovative emblem in which the crystals of ice merge to form a network, symbolising the closely-woven web of new technologies and the eternal Olympic spirit of the brotherhood of nations. This is the emblem of the XX Winter Olympic Games, designed by the creative Milan-based Benincasa-Husmann studio which won the competition to create the Logo that was presented to the President of the Republic, Carlo Azeglio Ciampi on November 27, 2001.

A surprisingly versatile Logo, an emblem that constantly transforms and changes, open to new interpretations. The new Logo is characterised by immediately recognisable elements: first and foremost, the city of Torino, girdled by its ring of mountains, the Winter, the colors of the snow and ice projected towards blue of the sky.

The Logo, which is the property of the TOROC in Italy and of the IOC outside Italy, is of considerable commercial value and represents the main means of procuring the indispensable funds required to stage the Games. It is essential therefore for the Committee to evaluate all uses of the Logo which is granted to the public institutions involved in the Games and licensed to commercial partners." (TOROC, 2003, p.15)

³ "Fourth region in terms of numbers employed, the unemployment rate is five percentage points lower than the national average. And the region has a sound commercial fabric too, rated sixth in Italy for number of retail outlets. Businesses in the commerce and tourism sector occupy the leading position in the regional economy (29.5%), followed by services (23.5%), agriculture (19.22%) and manufacturing industry (12.9%). In 2001 Piedmont's exports totalised 30,606.6 million euro, imports 21,403.1 million. Exports for the province of Torino alone amounted to 15,990.3 million euro while imports were 11,640.9 million euro" (TOROC, 2003 p.6).

became Kings of Italy and Torino became, for few years, the first capital of Italy - and, especially, the important progresses of agriculture and manufacturing came about in the period of transition from feudalism to capitalism and particularly in the phase of the first industrial revolution and of the assertion of capitalism.

At the end of the XIX century, in spite of the loss of the rule of State capital and above all of the first great capitalistic “crisis” - during the last decades of the century, which marked a second industrial revolution, characterised by a large number of innovations, and the passage also to a new era - Torino was one of the most lively European towns in respect to cultural activities, science, technology and industrial innovations, and even preserved in its architecture and in its social environment its traditional aristocratic style. The urban area then approximately coincided with the today’s old town centre, recognisable by the extension of arcades and bordered to the west by the railway, which today is being removed and transformed in the central north-south axis of the public transport network and core of the future Torino, according the 1995 Master Plan of the municipality. In the era of monopolistic and national capitalism, and specifically for Torino during the first three quarters of the XX century, the town retained and even increased some of those traditional values of its social environment, but their importance was attenuating for the large, rapid growth of the automotive industry, which ended up hiding those values, that are still very present and which are finally resurfacing once more. In fact, Torino was becoming more and more a factory-town, known outside mainly for the FIAT car company (founded in 1899) and for Juventus (the related football club): that is a typical industrial growth pole of Ford-Taylorist capitalism, and its region was being increasingly polarized by the Torino urban-industrial agglomeration. The number of the municipality of Torino inhabitants, the core of this agglomeration, increased from 336,000 in 1901 to 720,000 in 1951 reaching a maximum of 1,202,000 at the end of 1974 (when the province of Torino had about 2.5 million). Since these years, as with other similar advanced industrial towns, Torino is affected by the processes of transition to a new capitalism (which I prefer to call flexible and globalistic, rather than post-Fordist or post-modern or post-something else) which started in Europe in the 70s under the new world market conditions and strategies adopted in response by both corporations and States. The effect of these processes, and also of the growing need for a better quality of life and an awareness of natural environment values, was a large technical and spatial de-concentration of economic activities and population, which transformed many industrial areas into a “cemetery of plants”⁴ and many flats in Torino from family dwellings into service activities.

The structural changes, generated by the “crisis” of Fordism and by the electronic revolution, have been very deep in Torino and certainly not painless in social terms. In 1972, FIAT alone counted 120,000 employees in Torino, today the figure is just 20,000 - as the mayor of Torino, S. Chiamparino, has mentioned a few days ago here in China. Even if the urban agglomeration has been diversifying its economic structure and can boast some high technology industries (electronics, robotics, aeronautic, machine tools), as well as qualified service activities (especially design), the great difficulty or impossibility (due to age and skill) to reabsorb the thousands of workers laid off by FIAT and its numerous local suppliers has caused social problems that still today are not completely over.

Therefore, the candidacy to host an event as big as the XX Winter Olympic Games⁵, as “was the willingness to work together to build a future and search for a new identity”(TOROC, 2003)⁶,

⁴ Which have been called “urban empties”, even though their labour function became empty but they physically exist (Adamo, 1986).

⁵ For the size of the XX Winter Olympic, significant are the following “Facts and Numbers: 17 days of events, from February 10 to 26 2006; 15 disciplines (Biathlon, Bobsleigh, Nordic Combined, Curling, Freestyle, Ice Hockey, Figure Skating, Speed Skating, Ski Jumping, Alpine Skiing, Cross-Country Skiing, Short Track, Skeleton, Sledge, Snowboarding); 7 venue locations (Torino, Bardonecchia, Cesana, Pinerolo, Pragelato, Sauze d’Oulx, Sestriere); 3 Olympic Villages (in Torino, Bardonecchia and Sestriere) 82 medals to be awarded; 80 National Olympic Committees; 2,550 athletes; 1,400 national team coaches and officials; 2,300 members of the IOC, National Olympic Committees and Federations; 650 judges and referees; 9,600 journalists and media operators; 6,000 guests invited by sponsors.” (TOROC, 2003, p 13)

np.14), expresses a great tenacity and capability to actively respond to town difficulties, particularly evident since 1980, and may be considered in its self a progress indicator. The victory, then, in Seoul - in June 1999, when the plenary session of the International Olympic Committee (IOC) chose Torino to host the winter games⁷ – is a first great positive result, confirming the local high organisation level and giving new impulse to local development projects, both by private companies and local institutions. It has particularly accelerated all public works of urban renovation and infrastructure expansion: works which were already ahead or planned and which are necessary to improve the level of competitive advantages of the city and its region.

2) *The event organisation and destination sustainable management.*

The above positive judgement of the Olympic initiative of Torino 2006, which even leaves a cost-benefit financial assessment out of consideration, may find a first confirmation in the probable effects on employment and income until 2006, which are in part already evident and, which are however, easily foreseeable by considering the programmed investments (see *Unione Industriale Torino*, June 2002 and October 2003, which used a input-output Integrated Demographic Economic Model, IDEM, similar in the structure of its economic part to the RIMS II model of the US Bureau of Economic Analysis)⁸. Only for sport facilities and other expenditure directly connected with the event⁹ - indicated until now in the public document of TOROC, the official acronym of the “Torino Organising Committee” - investments total 535 million Euro¹⁰ and come to over 12 billion with

⁶ This willingness was “confirmed by the consensus obtained not only from all the most important political and corporate entities but also the citizens who expressed their support in two surveys. The City, the Province, and the Region promoted and supported the Candidacy of Torino to host the Games, which was organised by the Bid Committee composed of Giorgetto Giugiaro, President; Evelina Christillin, Executive President; Tiziana Nasi, President of the Paralympic Games.

⁷ At that time, the International Committee (IOC), the Italian Olympic Committee (CONI), and the City of Torino signed the Host City Contract that is the legally binding contract by means of which the IOC has appointed Torino and CONI to organize the XX Winter Olympic Games in 2006.

⁸ “From 2004 until 2007 value added in Piedmont will increase by 1,400 million euro; an average increase of 0.3 – 0.4% per year; 6,400 new jobs will be created on average per year, peaking at 9,000 units in 2005; the rate of unemployment will fall by an average of 0.3% per year”. These are the main results of the study carried out by the Torino Employers’ Association and TOROC to assess the economic impact of the 2006 Olympic Games.

The study provides revised estimates for the economic impact of Torino 2006, published in June 2002. The revised estimates incorporate new funds allocated by the Government for the purpose of implementing projects connected with and relevant to staging the Olympic Games. Approximately 400 million euro have been allocated to implement transport infrastructure, sports venues, health and tourism infrastructure, spatial planning.

With the addition of these new funds, a total of almost 2,600 million euro are being poured into Piedmont.

This amount should also be added to the funds provided by other public and private bodies in Piedmont. However, these funds are not included in this estimation model, as they do not arrive from outside the region.

The study uses the IDEM model, provided by the State Accounting Office, to assess the overall effects of the Olympic event by analysing the workings of the economy, with details for each sector. The model considered estimated investments, tourist flows and expenditure for organising the Olympic Games as inputs....

The expenditure has strong potential for generating value added: every one hundred euro spent will generate 76 euro of value added. Between 2004 and 2007 value added will increase overall by 1,425 million euro, which will account for an average increase of 0.3-0.4% per year in Piedmont’s GDP. For every million euro spent, approximately 15 full-time jobs will be created. On average, 6,800 new jobs will be created per year, with a peak of more than 9,700 in 2005.

The rate of unemployment will fall by an average of 0.3% per year. The workforce will grow as a result of immigration from outside Piedmont, until increasing by approximately 2,000 units in 2007.

The Torino 2006 Games will affect in different ways all sectors. Those most directly concerned are the construction, retail, hotel, bar and restaurant sectors. In the construction sector, the Games will generate value added for more than 430 million euro, approximately 34% of the total. As regards the retail, hotel, bar and restaurant sectors, the Games will generate value added for approximately 290 million euro, about 23% of the total.

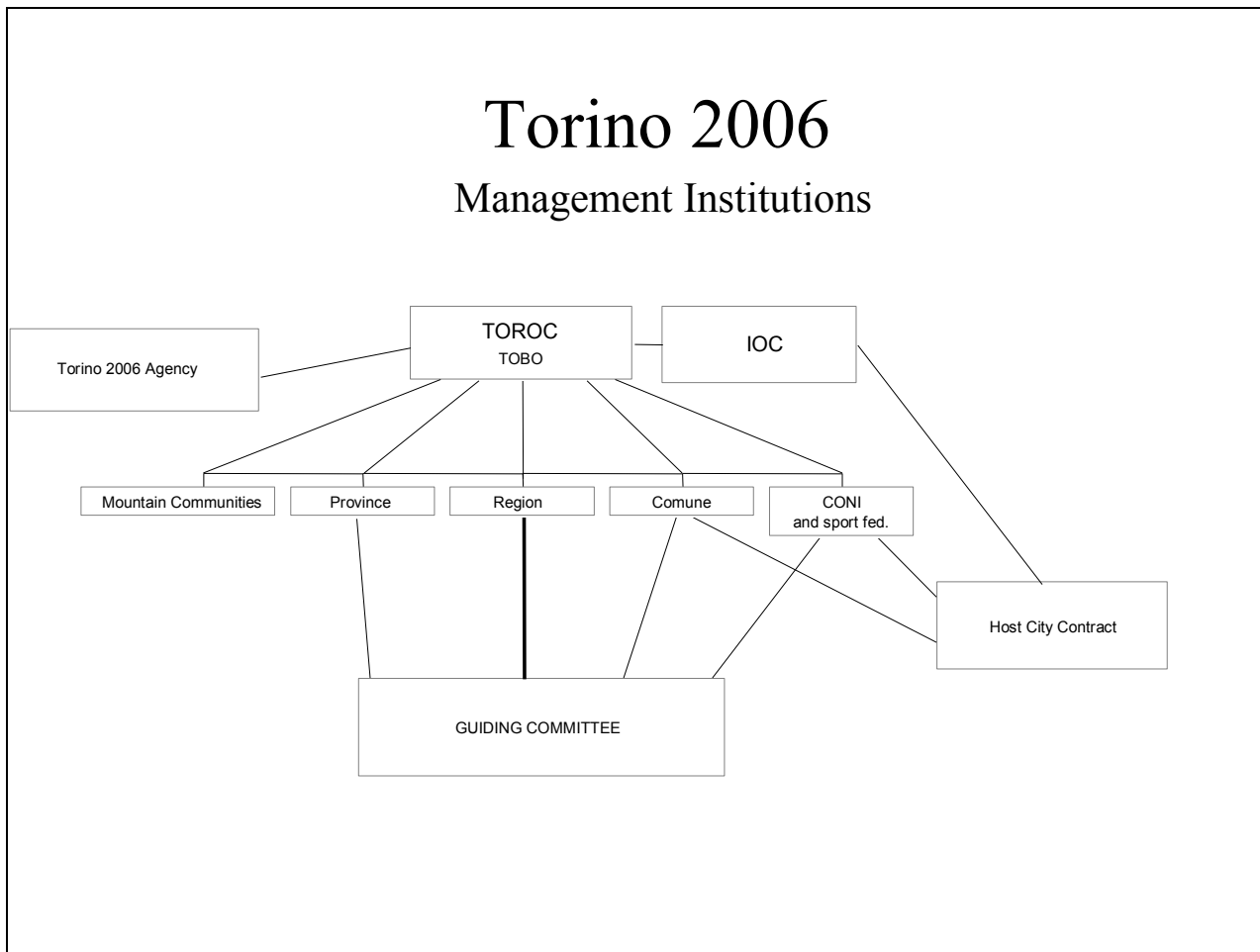
As regards the creation of new jobs, this aspect will also be most visible in the same sectors: 40% of all new jobs in the construction sector, 23% in retail, hotels, bars and restaurants and 19% in “other services”. In the construction sector, the largest increase in the number of jobs available will be concentrated in 2004-2005; in the retail, hotel, bar and restaurant sector, the peak will be reached in 2006. Finally, in the ‘other marketable services’ sector, the increase in the number of jobs available will be more distributed over the years.”(www.torino2006.org/evento/comunicato.php 17/11/2003)

⁹ For example: temporary facilities, the furnishing of the athletes’ villages, the media villages, the MPC, the IBC and the stands around the ski runs; moreover various kinds of services: from running the sports facilities, to supplying technological infrastructures, and the media; from the support of the Games Information Systems, to catering in the villages and the competition locations for athletes and for the Olympic Family.

¹⁰ Total amount of the works, according to the tenders which are also published on the Agency web site, at the end of November 2003 (www.torino2006.org).

infrastructure projects which national and local public bodies are carrying out in Torino and its province.

But, besides the jobs and incomes created in these years, what is important to evaluate are the probable effects after 2006, of the event and of those other investments not due to the event but accelerated by, and above all how the event and the new territorial values of Torino can be used to project a better future. For this reflection, it is useful try to develop and convenient to illustrate both the event and event places management and the directions of urban and regional planning.



A first important aspect for the success of a mega-event is the institutional framework of its management, which has to allow a good coordination of all the stakeholders and their interventions. This seems to be possible in the case of Torino 2006, both looking at the composition of TOROC¹¹ - in which the IOC and the Italian Government are represented together with the Piedmont Region

¹¹ The TOROC - the Organising Committee for the XX Winter Olympic Games, officially created on 27 December 1999 - is a private non-profit foundation financed by the private investments of sponsor companies and TV rights, moreover by part of the funds allocated by public institutions for the event, and administered by members of the Committee elected by institutions who play a significant role in organising the Games: the Municipality of Torino, the Province of Torino, the Region of Piedmont, the Mountain Communities, CONI and Sports Federations. A division of TOROC is the Torino Broadcasting Organisation (TOBO), created on the basis of indications provided by the IOC; its task is to produce and distribute radio-television coverage of the Games, to design and organise the IBC (International Broadcasting Center) and coordinate the supply of systems and services, both at event venues and the IBC, for the owners of broadcasting rights. It also acts on behalf of rights-owning broadcasters, informing TOROC of their needs, and will create an archive of everything produced.

and the local Institutions of all communities involved in the event - and considering that the city and Province of Torino, the Region and Italian Government also form the Guiding Committee (Comitato di Regia), set up in order to address and coordinate activities within the scope of Law No. 285 of October 9 2000 which particularly defines the regulations for constructing sports facilities and for the Olympic and road infrastructures. "The Law establishes the Agency for staging the XX Winter Olympic Games (Torino 2006) responsible for implementing the Action Plan, defined by the TOROC and approved by the Government"¹².

A second important aspect is an administration of the event which not only allows a clear distinction of responsibility and transparency but also an allocation of funds in development investments, that is in expenditure to maximise durable benefits, by planning a further and appropriate re-use of the Games' buildings and facilities.

To cover the ordinary running of the TOROC until 2006 and, most importantly, to supply the services and to prepare the temporary structures – basically everything that will not remain at the disposal of local people after the Games, but which only serves for their duration - the total income forecasted is of 1 million euro.

For the implementation of the Action Plan, "the Agency will have access to a Government financed loan of around 1,150 million Euro. Other funds have also been added to these which will, however, be used to finance projects for the so-called "ancillary works", i.e. those works not absolutely necessary to stage the Olympic Games and which have been earmarked by the Region of Piedmont to improve the quality of the territory

Among the ancillary works, moreover, also to be included, is a set of projects that are complementary to the Torino 2006 Games, defined by the Guiding Committee in agreement with local authorities and financed by the State under Law No. 285/2000 and by local institutions.

"A total of 77 projects in the Province of Torino are involved, ranging from operations on the infrastructure and road conditions to the renovation of the municipalities where the competitions or training activities are held up to and including the development of minor skiing resorts"¹³.

A third aspect to be stressed are those initiatives mainly needed to enlarge and strengthen the consensus over the event, both at an international level and at local and regional levels, other than in some cases to promote a specific activity as well:

- the Charter of Intent that "sets out the framework of principles that will govern all aspects of the work of TOROC. It is evidence of the Committee's awareness as regards ethical, environmental and social issues, an awareness that was also expressed by the Bid Committee in a Code of Conduct drawn up during the Candidature stage. The Charter of Intent represents TOROC's commitment to promoting awareness about issues that characterise all aspects of an important event such as the Olympics. The document was drawn up with the help of people who play an active role in protecting human, children's and workers' rights. The Olympic Games are a unique event, perceived as the most effective means of transmitting positive values..."
- the "Torino, City of the Alps" protocol that was drawn up in 2003 by local bodies, the Universities, Politecnico, UNCEM, ANCI, UPP and TOROC, to establish a joint approach in support of the development of the Alpine area, to safeguard its natural and cultural heritage;
- the education programme that addresses schools and consists of a teaching-educational pack and a series of projects aimed at promoting sportsmanship and Olympism and encouraging young people to become involved in the Olympic and Paralympic Games;

¹² TOROC "is the entity that 'programmes' the public works, the principal, while the Torino 2006 Agency is the entity that 'implements' these and which acts as the contracting party for almost all the operations (a function that that can be delegated partly to other Public Authorities), for all the works required to hold the XX Winter Olympics and is responsible for ensuring that the Action Plan is implemented" (TOROC, 2003, p. 79)

¹³ The ancillary works are the property of the public authorities: TOROC has no jurisdiction as regards these projects as they represent supporting operations that are not essential to stage the Olympic and Paralympic Games.

- the volunteer programme that is very important for the involvement of the local population and mainly for young people, but also for the implementation of the event (from the sporting games themselves to all the necessary support services).

But necessary conditions to be guaranteed – and to which TOROC gives the greater importance – are the security during the events, the safety on the building sites and workers, and, not least, the ecological sustainability of the event. It is useful here to linger on this last point for various reasons: it specifically concerns the event considered, for its space needs and for the fragile nature of the destination sites; it mainly depends on the event organization and management plans and rather than other ones involves the responsibility of TOROC. The particular attention for the ecological impacts of the event and its infrastructures by the Organisation Committee has been imposed both by the commitment of the IOC and by a local sensibility and awareness of the ecological problems so high that the event would be impossible without a serious ecological policy and impact management. The action set out by TOROC responds not only to the needs to create consensus about the event; but they also are a need properly concerning both the first event objective declared and the main economic impact expected by local bodies and organisers: that is development of local tourism which will be discussed later on.

Among TOROC's ecological actions, the following two have to be stressed:

- implementation, in process, of an EMS – an Environmental (or, rather, ecological) Management System – in accordance with the ISO 14001 standard and the European Commission EMAS regulation (EC Regulation no. 761/2001);
- application of the procedures for Strategic Environmental Assessment (SEA) to the Olympic Programme, as set out in Italian Law 285/2000¹⁴.

This represents the first case in Italy of the application of such procedures and has set out complex methodological issues (see DIT, 2001; Brunetta, 2002; Dansero, Mela and Segre, 2002). In the context of this action, the ongoing Environmental Monitoring Plan continues to gauge the impact of Olympic Program Activities on various aspects of the Olympic area natural environment.

Apart from the above valuable initiatives which generally are recognised as environmental ones, the most important from the ecological, as well as from the economical, point of view are the choices regarding the event's spatial organisation and its material structures, in particular:

- to distribute the Olympic functions inside an area small enough to allow easy movements, but in several places so as to avoid an excess of concentration of participants, structures and facilities¹⁵;
- to use, wherever possible, existing buildings and infrastructures rather than building new ones;
- to re-use the structures built for local needs and development programmes after the event.

¹⁴ According Dansero, Mela and Segre 2002, "the SEA (laid down by Community laws of 1998 and specified in EC Directives 42/2001, by national laws and by the Regione Piemonte law 40/1998), can be defined as the systemic process used to evaluate the environmental consequences of the proposed actions, policies, plans or initiatives in the programmes to guarantee that they will be included and taken into right consideration This, for an Olympic programme, means underlining from the outset all the effects, both positive and negative, that the implementation of the programme could have on the physical, socio-economic and cultural environment of the territories touched by it, to avoid or minimise the negative effects and to reinforce the positive ones... The SEA is articulated into SEA ex ante; SEA intermediate; SEA ex post."

¹⁵ Considering strictly the event organisation, the Olympic geo-system is given (see map 1) by: a centre for ice sports, Torino, with an annex at Pinerolo; an Alpine area that pivots around Sestriere for snow sports; in the middle, two motorways, two State highways and two railway lines to make the distances compatible with Olympic standards and with IOC requests.

"An 'Olympic District', with Lingotto acting as the hub, has been identified in Torino according to City Council indications. The Olympic Village, the hockey, speed/figure/short track skating facilities and the hotel of the Olympic Family will be located at a short distance from the former factory. The curling tournament will be held at Pinerolo.

Moving to the mountains, Alpine skiing will be distributed between Sestriere (where an Olympic Village will also be built) and Cesana San Sicario; snowboarding competitions will be held at Bardonecchia (the site of the third Olympic Village); cross-country skiing, ski jumping and Nordic combined will be concentrated at Pragelato; bobsleigh, luge and skeleton in the Pariol-Grenier district of Cesana; freestyle at Sauze d'Oulx. The athletes will be housed in the three Olympic Villages while journalists and media operators will be accommodated in six Media Villages in Torino and in hotels in the mountains".

In light of this it suffices to mention some examples. “The Bardonecchia Olympic Village will be housed in the former Medail holiday camp following extensive restructuring to restore this ‘historical’ complex of Bardonecchia to its former glory. The complex was used as a Summer holiday camp during the Fascist period and then as a hotel, subsequently falling into decay. After the Games, the facility will provide Bardonecchia with a structure capable of housing 750 persons and to cater to on-going accommodation requirements and provide services for the inhabitants”.

The Torino Olympic village, which will provide lodgings for 2,500 athletes, will be built adjacent to Lingotto (a former important Fiat plant) in an area of more than one hundred thousand sq.m with, at the centre, the former structure of the General Market (dated 1934) which will be restored.

“After the Games, the village will become a major asset of the city, converted partly into residential accommodation and partly into a centre for research facilities and advanced services.” In Cesana, an existing structure, a former residence for social tourism of the ITALSIDER metal industry, will be restored and used for services for Olympic personnel and journalists; and, after the Olympics, will be converted in a hospitality structure. The Sestriere Olympic village will use the two towers of the present Valtur tourist village which already housed the World Skiing Championship in 1997 and after the Games will continue to host tourists coming for skiing.

The Action Plan for the event destination, in conclusion, is consistent both with ecological worries and with the main declared objective and expected results of the event: that is the local development of tourism and also leisure activities for local residents. It is the first step of a wider process and programme to transform the local expectations in reality, the setting out of which doesn’t strictly depend on TOROC but on local bodies and operators. Other than with the Olympic structures, TOROC contributes by setting out a programme, called “Cultural Olympics” the implementation of which will be very useful to promote durable tourism growth after 2006. This programme, in fact, intends to take the opportunity of the Games to showcase the culture of the host country and consists in two wide sets of cultural events both during the actual period of the Games and during the run-up to the event.

3. Development expectations and perspectives.

The efforts of the Torino 2006 Committee have been until now very appreciable not only regarding the organisation of the Games that will certainly be excellent, but also to managing this event according the local development expectations and programme. The same may be stated for the action of local bodies for the implementation of new infrastructure and for restoring the local monuments and palaces, and in general the landscape, both in cities and in countryside, and for renewing and improving the various and rich museums of Torino. In short, to make Torino even more beautiful and strengthen factors of tourist and residential attractiveness.

But tourism, which certainly in the Olympic mountains will find all the conditions for an expansion, needs for its development in the city of Torino and other places of Piedmont further various intense actions.

Other public institutions and private operators should project and organise a set of initiatives to showcase the various urban and rural landscapes of the Piedmont region, its different natural environments, its artistic and historical heritage, its typical rich products (wines, such as Barolo and Barbaresco, Nebbiolo, Dolcetto, Grignolino, Freisa, Barbera and Bonarda, and vermouths that are the oldest and most important in the world, as Carpano, Cinzano, Martini e Rossi, Gancia ...; many cheeses, such as “robiola” from Alba which the Roman writer Plinius wrote about , “gorgonzola”, “montemagno” and various others; truffles, mushrooms and excellent chocolate and pastries, etc.); this promotion could be implemented, for example, by organising itineraries in Torino, in other historical towns and in the countryside, and trough information campaigns. To posses a rich cultural heritage is not enough: attraction needs information. In our case, nobody (or very few) outside Italy

knows, for example, the typical above mentioned products or that Torino, also as mentioned above, for so long, first the Capital of a Duchy and later of a Kingdom, was the first Capital of the united Italy for few years, so that there are many important *palazzi*, palaces, castles and hunting mansions in the outskirts; that Erasmus from Rotterdam had also studied at the University of Torino; that Torino has excellent museums, including the Galleria Sabauda (Savoy Gallery) and the Egyptian Museum, which is the world's oldest and the second most important, the Civic Gallery of Modern and Contemporary Art, which is the second most important museum of modern art in Italy, besides the Royal Armoury, the Museum of Ancient Art, the above mentioned new National Film Museum and various other museums, and also important Archives and antique libraries, such as the "Biblioteca Reale" inside the Royal Palace, which contains among other important collections numerous drawings by Leonardo da Vinci (among them the famous Leonardo Portrait, the Code on Birds Flight, the Angel Face for preparing the Virgin of the Rocks).

Moreover, it is necessary to strengthen and accelerate the Project "Hospitality 2006"- elaborated by Itp, the development agency for Torino and Piedmont, with TOROC and local institutions - by giving such incentives to allow invest in the future tourist growth of Torino. Apart from the athletes and the Olympic staff, whose hospitality is included in the Committee Action Plan, a intense action for hotel growth and hospitality management is needed particularly to satisfy in a durable way the Games audience, at least in part, and the tourist demand after 2006. Since the approval of the regional Law n.18 in 1999, the progress of hospitality supply has certainly been relevant, mainly in relation to the traditional scarce supply: in the last three years, according the Tourism Regional Council Department, 1200 projects, with 956 million euro, have been funded in Piedmont, creating 26,000 bed places, 12,000 of which in the Olympic area. Therefore, until now the new hotels built, in construction or planned in Torino are very few and the most important expected investments remain at a level of feasibility study or of promise or intention. A first new 5 star hotel, called Art+Tech , was built for Le Meridien inside Lingotto (the ex-Fiat plant), a second one it seems will be implemented by the Spanish AC Hotels group inside the ex-plant of Pastificio Italiano (built in 1908) where there will be pure "high tech" style 87 rooms. There will be other new 3-star hotels: a Campanile already open in Moncalieri by the French Group Envergure, another similar hotel is being built by the same Group in Rivoli; an Express by Holiday Inn in Torino which is being built by the British Six Continents Group. Does this mean that local and international investors do not believe in the tourist perspectives of the Torino city, although tourism is a high hope?

Whether is difficult, but not impossible, to include Torino in inter-continental tourist packages, because of the strong competition of other all too famous Italian cities (such as Rome, Florence and Venice, the three traditional Italian destinations of those travels) and regions and because of the brief duration of such packages, it certainly is easier to include Torino in the independent tourist travels and in the Italian and European group tours.

Considering the potential tourist resources, a desirable and possible growth of tourist fluxes (from the present one million almost to 2-3 million) would be important in the process of diversification and consolidation of the economic base of the city and its region. ("Everything helps", we say.)

Tourism cannot certainly be the sole nor the main solution of the transition problems for the city and the metropolitan agglomeration of Torino. But, it can be well integrated with the other main activities that are developing or to be developed and thus give a more general contribution to local economic progress. This integration could be – and usually is – only made by indirect relations (through the local environment, and not directly among the economic activities themselves as we usually represent in a input-output table) that synergistically strengthen the whole local system.

In the case of Torino, the main contribution of a tourist re-organisation of the city, linked with the celebration of the Olympic Games, comes from:

1. a new image - replacing the image of a "one factory town", which no longer corresponds to the economic reality of the city;
2. a re-appreciation of its historical roots , its cultural heritage and its cultural activities.

Both contributions have a general strategic importance for economic competition and progress in advanced regions of the present flexible capitalism (Adamo, 2003), and particularly for Torino and its region that have to find a new economic stabilisation and new energy in the high quality of their scientific research and technological production, and also in the high quality of their traditional products. These activities need both high quality human resources and an appropriate local environment to increase a re-creation of these strategic resources (increasingly less considered solely as a labour force). In its turn, this recreation – the expansion of which is intrinsic to productivity growth - more and more needs not only outgoing tourism, that is holidays away from one's own territory, but also leisure opportunities at home.

In conclusion, improvement to infrastructure and services, the re-qualification of the urban landscape and of the cultural and recreational environment, an increase of the attractiveness of Torino as place for living for highly qualified human resources. This process, together with the new image of Torino promoted by the XX Winter Olympic Games and with the new enthusiasm given to the local ruling class and community, will boost the capacity of investment attraction and of new local initiatives.

It is more for these reasons than for tourism itself that I believe the event will be a success and bring durable progress at local and regional levels.

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