

SUPSI

ZIIC+ strategic and operational study - From consolidation to development

Axis 4 – New business models for sustainable development of the territory

Interview with Victor Blazquez, project director



rather as an integral part of a larger, regionally-integrated ecosystem. The aim of the study was to provide the Municipality of Biasca and the cantonal authorities with a series of development and consolidation scenarios for the ZIIC, now classified as an Economic Development Pole (PSE).

What results have been obtained?

The study was conducted from February 2015 to May 2016, and, at the request of the Municipality, the results were presented in March 2017. The analyses provided the basis for identifying a potential three-step development plan for the current consolidation and future development of Biasca ZIIC, together with

concrete actions and measures to implement. The objective of the first step, named "Status Quo Plus", was to introduce measures aimed at maintaining the current state of affairs, while continuing to ensure the positive spin-offs for the region. The second step, named "Consolidation and Re-launch", specifies a series of measures for fostering a re-launch at the strategic level. The third step, "PSED", envisages the well-defined position that ZIIC will occupy in the cantonal context, and is named after the Diffused Economic Development Pole that will be established in the Bellinzonese and Valleys region, of which the Biasca ZIIC would be the main hub.

Tell us briefly about the project, starting with the problem tackled.

At the end of 2014 the Municipality of Biasca commissioned the inno3 Competence Centre to conduct a strategic-operational study on the Biasca industrial zone (ZIIC - Industrial Zones of Cantonal Interest), of which the Canton is a stakeholder. The project was sponsored by the cantonal authorities, and particularly by the Office for Economic Development (USE) and the Territorial Development Section (SST), since it is rightfully part of the broader strategy focusing on the configuration of the regional development system distinctive to the entire Bellinzonese and Valleys Region. In effect, the entire analysis process was developed in line with the "Regional innovation system" approach. Biasca's ZIIC was therefore not considered simply as an independent environment, or analysed as such, but



What are the strong points of the project? And the problems?

The methodological structure implemented constitutes a unique feature of the project. In fact, in order to reach the objectives, three work groups were set up, with very distinct roles and competences, and with the aim of approaching the study from different levels of analysis. These levels were engaged simultaneously during the course of the study, allowing continuous verification of the coherency and reliability of the results. The main role played by the support group, represented by the main ZIIC stakeholders, was to supervise the execution of the project. The technical group, formed by technical consultants and representatives from companies and institutions, was involved by means of thematic workshops held during the various implementation phases of the study. Their in-depth understanding of ZIIC and of other contexts made it possible to co-construct potential scenarios. Finally, the third group, consisting of experts in the fields of regional economic develop-

ment and territorial development, was involved in a Delphi investigation related to current trends in industrial zones. Two critical aspects of the project definitely consisted of: managing the complexity; and some constraints associated with the current settlement management system in the area, which made it particularly challenging to delineate tangible action measures.

Do you remember anything interesting, amusing or unusual that occurred during the project?

In the course of this study we wanted to apply tools such as infographics and videos to present and report the results of the various activities and the various work groups. The utilisation of these techniques aroused great curiosity amongst the participants, and also allowed us to reduce the time dedicated to sharing information, particularly during meetings and workshops. After having used them in the first meetings, they became a must on all subsequent occasions.

Could other projects develop from this one?

Thanks to the results achieved and to the ideas arising from this strategic and operational study, the implementation and execution phase of the recommended development plan will follow in 2018. With this second step, the Canton, the Regional Body for the Development of the Bellinzonese and Valleys Region (ERS-BV) and the Municipality seek to establish a general Economic Development Pole. In order to achieve this, and as recommended by the study, the position of "Area Manager" will be created, and the person appointed to this role will be responsible for the operational management of this phase, when a governance and management system will have to be developed. The project will serve as a pilot project for Canton Ticino as a whole.

Apart from you, who else was on the project team?

In addition to myself, the project team consisted of Tatiana Cataldo, DEASS scientific collaborator, and Siegfried Alberton, Director of the inno3 Competence Centre and author of the previous two ZIIC studies, conducted in 1992 and 2004.



Project type: direct mandate

Financing body: Municipality of Biasca

Project partners: Office of Economic Development (USE), Territorial Development Section (SST), Regional Body for the Development of the Bellinzonese and Valleys Region (ERS-BV)