

LOCAL PARTNERS

Municipio Roma XIV: Julian Gareth Colabello; Stefania Portaro; Cristina Agliani; Andrea Vannini
 Bic Lazio: Luca Polizzano
 Roma Capitale: Alessandro Coppola (100 resilience cities); Consigliere Giulia Tempesta (vice president environment commission Roma Capitale); Assessore Marta Leonori (in chief for agricultural affairs for Roma Capitale); Assessore Estella Marino (head of the environment department of Roma Capitale already partner of Turas); Claudio Baffioni
 Université libre de Bruxelles / Universität Stuttgart: Stephan Kampelmann

Adrian Hill (independent researcher)
 KU Leuven: Michael Kaethler
 Università degli Studi del Molise: Prof Davide Morino
 University of Roma Tre: Fridanna Maricchiolo
 Università La Sapienza: Pietropaolo Cannistraci
 Associazione Comitato Parco Agricolo Casal del Marmo: Ferdinando Suraci
 Cooperativa agr. COBRAGOR: Paolo Raimundo
 Studio Architettura Ferretti: Simone Ferretti

Mercato San Igino Papa, Mercato Piazza Mazzarisi,
 Mercato Piazza Thuor Santa Maria della Pietà
 Tuscia Romana / Lovintaly
 Slow Food Italy / Coldiretti



POINT OF DEPARTURE - towards an ITS

Connected to the Rome location there are two local public partners: one municipal authority, the municipality of Rome, Commune di Roma, with the department for environment protection, observatory for climate change (Claudio Baffioni); and one regional partner, BicLazio, a public development agency acting on a regional level (Luca Polizzano, Mariella Iunissi, Raffaella Labruna).
 Local research was concentrating on green infrastructure and renaturing the city and is represented by the University of Rome (LaSapienza), led by Mauro Salvemini with Laura Berardi, and the University of East London, led by Daryll Newport with Stuart Connop (with a budget of 8 PM in WP7) as well as Brussels Environment (Patrick van den Abeele) with a budget of 8 PM.
 The local ITS development will be jointly facilitated by Roma Capitale (with a budget of 8 PM in WP7) and BicLazio (with a budget of 4 PM in WP7, with the possibility of

extension). Existing TURAS activities in the Rome urban area are geographically dispersed. In the Lazio region, activities are concentrated around BicLazio's agricultural incubator in the municipality of Bracciano. Joint activities for including local stakeholders – facilitated by Brussels Environment and BicLazio – have already taken place in the Parco Agricolo Casal del Marmo, a possible site for implementing the Rome ITS process.

Issues of alignment

Within Rome urban area, no specific local neighbourhood or community has been agreed on yet as a site for further transfer activities and the implementation of the ITS process. The Municipality of Rome has so far not been involved in community-based TURAS activities and general engagement has been limited during the research phase. Due to the agricultural focus and the urban fringe location of the current activities, the applicability of other

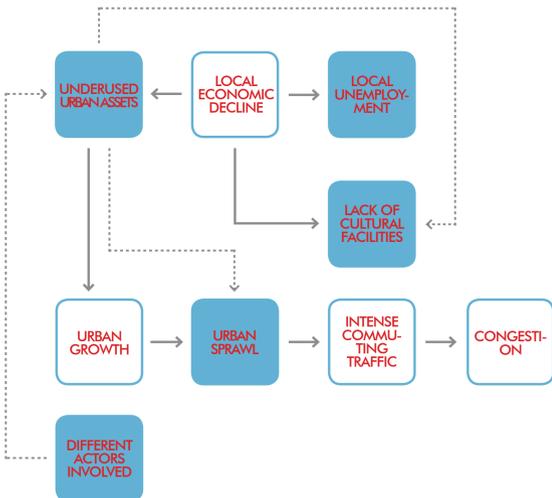
TURAS activity units, most of which are addressing an inner urban context, is limited. With WP6 having delayed its research activities, there is an overlap with WP7 ITS activities. In order to avoid redundancies within Rome activities, a close cooperation between WP6 and WP7 is needed. Rather than working parallel, WP6 and WP7 are to set up a joint process which both can benefit and learn from.

Initial challenges

Given the short time frame of the TURAS, an effective local working group tied to a specific urban location and its community needs to be set up. The first step is the identification of suitable personnel to manage and steer the local ITS development and implementation process. Ideally, this person, embedded in local networks and with local knowledge, will be contact person and facilitator of WP6 research activities

Systemic Background

Local situation (region, city or neighborhood)
 Economic, social, environmental, institutional aspects
 Interdependencies
 Local and supra-local dynamics
 Priority challenges



The area referred to as "Parco Agricolo Casal del Marmo" is land of more than 400 ha situated at the North-Western periphery of the Lazio region in Italy. It bears deep layers of topsoil that have been cultivated over millennia - the soil is referred to as "terra romana" and lies in the heartland of Roman civilisation. Some of this historical legacy is exploited since the 1980s by a cooperative and a small area serves as pasture for local sheep, but most of the Parco is left fallow after real estate speculation progressively crowded out agricultural uses since the 1970s (Suchiarelli 2002). The landscape is defined by heaths, grassland, tree-lined paths and vegetated ravines. The area features a derelict farm estate, a prison and a school. The Parco is surrounded by a partially abandoned complex of buildings that was a mental hospital until some forty years ago and of which the main one is currently used as a hospice. The vicinity is further marked by a hospital and several peripheral neighbourhoods of the city of Rome. Around one fourth of the area is owned by public authorities, the rest is split between various private and ecclesiastical "latifundistas" and a commercial bank. The entire area has been earmarked as "collective interest area" in land use planning as "agricultural park" - a political decision that translated into a considerable financial loss for landowners willing to develop the land (Bollettino Ufficiale della Regione Lazio 2014).

Over the last decades or so, the site has been the object of many ideas, plans and visions but so far the COBRAGOR remains the only economic activity in the Parco.

In October 2014, the TURAS WP6 researchers Stephan Kampelmann (ULB) and Paula Vandergert (UEL) were approached by the regional public business innovation agency (BIC Lazio) and the local municipality (Municipio XIV Roma Capitale) to consider the Parco Agricolo in the context of TURAS WP6.

In March 2015, the Brussels-based WP6 researchers (Stephan Kampelmann and Adrian Hill) drafted a questionnaire in order to collect information about the status and process of the Parco. The questionnaire also aimed at identifying the main stakeholders that would have to be included in the transition of the Parco. The questionnaire was translated into Italian and distributed by the Municipio Roma XIV to a sample of local stakeholders. A summary of the results of the questionnaire was drafted by Julian Gareth Colabello (Municipio Roma XIV).

In June 2015, a three-day workshop with around 50 local participants and 10 international experts was organised by TURAS WP6 at the COBRAGOR, i.e. in the Parco. The objective of the workshop was to reach a common vision for the transition of the Parco towards becoming a hub for a local, community-based food system. The methodology of the workshop was co-developed by a Brussels-based SME Namahn (Clementina Gentile) and is described in a scientific article by Kampelmann, Kaethler & Hill (2015); the main policy recommendations and outputs are summarised in the TURAS WP6 Research Report by Kampelmann, Hill, Kaethler & Van den Abeele (2015). We feel that there is strong ownership of these outputs at the LAPI partners.

While the immediate outputs of the workshop were presented to the public in June 2015 on the occasion of a summer festival at Cobragor, a public presentation of the edited outputs is planned for October 2015.

What are the main challenges your municipality is facing currently and possibly in the future?
 First, the transition of the Parco will require a large political consensus carried by different levels of governance (municipalities, region, Europe). Changing majorities in local or regional elections could block the process.
 Second, there are likewise many clients and decision makers with conflicting values; the TURAS team works with local and regional agencies with different agendas and interests in the site and also had to consider a wide range of other private stakeholders such as the landowners. Part of the local business community and civil society has also (potential) interest in the development of the Parco.
 Third, the formal and informal knowledge on the transition of the Parco is spread over many different actors, disciplines, documents etc. The local actors possess many layers of often incommensurate knowledge about the site, including outputs of previous participatory planning actions for the site (Associazione Comitato per il Parco di Casal del Marmo 2012).
 Fourth, a specific immediate challenge is to institutionalize the momentum that resulted from the workshop in June 2010. This should take the form of a public-private partnership as suggested in the TURAS research report quoted above.

What are underlying interdependencies and have you got access to diverse forms of knowledge about them?
 The ramifications of a project at such a large scale within the political and economic hub of the city of Rome, with implications for social and natural systems at different scales, struck us as truly perplexing.
 Through the extensive networking of the Municipio Roma XIV the TURAS team has access to a wide set of actors with complementary knowledge on the site and its potential transition. This includes not only local and regional administrations and policy makers, but also the local business communities (especially the food sector), civil society (environmental and heritage associations) and research (several Italian academics from different fields and institutions study the Parco and have participated in the workshop in June 2015. In order to tap into this knowledge, however, most interactions between local stakeholders and the TURAS researchers have to be translated into Italian.

What aspects of the challenge are outside your sphere of influence?
 The successful transition of the Parco will depend on a political consensus at different levels; especially the regional and European level can only be accessed indirectly through political lobbying.
 Can you prioritize the challenges in terms of urgency and importance and give reasons for this prioritization?
 The immediate priority is to institutionalize the momentum of the workshop from June 2015. The TURAS team advocates for the creation of a Public-Private Partnership with a clear mandate based on the shared vision documented in TURAS Research Report. This PPP should function as the engine of the transition process and bring together the key stakeholders (including the private and public landowners).

Vision

Acknowledgement of local values, interests and vulnerabilities
 Imagined future: place-, institution-, and/or process-specific narrative
 Economic, social, environmental, institutional dimensions



Who is currently suffering most – and possibly in the future? What are the roots of these problems?
 Roman suburbia has sprung up rapidly over the last decades and many of the ailments of urban sprawl, which Italians poetically refer to as "periferio di merda". The neighbourhoods around the Parco Agricolo are certainly not the worst of this kind, but they also accumulate several disadvantages of this type of urban developments: intense commuting traffic in and out of central Rome; relatively low density of local jobs and cultural amenities; poor quality of urban tissue at the fringes of the neighbourhoods (abandoned buildings, parking lots, brownfields etc). The economic crisis after 2009 has led to cuts in public sector employment and earnings, which in turn has led to a sharp decrease in real estate prices in the periphery (minus 30%). The suburbs are therefore looking for alternative economic models that respond to current economic concerns, but which could also increase the quality of life of the local population in the long run.

How does a better future look like?
 The local community and the immediate physical environment should be put at the centre of the economy; individual businesses but also the overall development strategy for the area around the Parco Agricolo should focus on the quality of life of the neighbourhoods, i.e. they should add value for the inhabitants and the surrounding nature.

What do you wish for and for whom?
 We wish for a local economy that functions like an ecosystem, with different cycles contributing to

a common functioning with no waste. This would benefit not only the inhabitants of the area, but also other Romans and tourists who could visit the area on weekends or on special events. Development the Parco Agricolo would also pass on a fertile historical legacy to the next generations.

Is your imagined future inclusive?
 The overall vision for the Parco includes benefits for the local populations and a range of nearby institutions (schools, a prison, hospitals, local businesses and associations etc). The access to the amenities of the Parco would be free and unbureaucratic. This being said, the economic exploitation of some of the privately owned assets in the Parco, such as the Casal del Marmo complex, will have to privatize certain areas in order to capture rents. This, however, does not mitigate the overall inclusiveness of the area as visitors who do not wish to consume could be directed at other areas of the Parco.

How are the three dimensions of sustainability represented in your vision?
 The concept of the Parco combines local organic agriculture, regional tourism and life-long education into a sustainable, community-based food system. Its economic activities are estimated to generate at least 400 jobs in a sector that renders the local ecosystem more productive and healthy as it is today. The jobs and services provided by the Parco will be targeted at different social groups and above all the local community.

Strategic Approach

Existing regulatory and administrative arrangements
 Existing political agenda(s) and strategy(ies)
 Transition goals (ecologic, social, economic, and institutional)
 Next steps towards a City ITS:
 Pathways to achieve transition goals
 Partners and alliances needed
 Potentially applicable TURAS outcomes (ACUs)



What are the existing regulatory and administrative arrangements (such as departments, planning documents, governance practices) that steer or influence development in your municipality?
 Much of the current momentum related to the Parco Agricolo stems from the political prioritization of the Democratic Party and its local councillors that have made it one of their priorities. These local politicians have successfully managed to mobilise a large set of stakeholders that they animate, including different municipal services, local experts and civil society and regional institutions. While many of these stakeholders have their own interest and have worked in the past towards establishing a vision for the Parco (cf Suchiarelli (2002, 2008); Cafero et al (2004); Associazione Comitato Parco Agricolo Casal del Marmo (2012)), the Municipio Roma XIV and especially the team around local councillor Julian Gareth Colabello is clearly the steering force at this point.

An important regulatory aspect of the Parco is the classification of the site as collective interest area, which provides some protection against housing developments (Bollettino Ufficiale della Regione Lazio, 2014). For this legal protection to become effective, however, the private landowners will have to buy into the common vision of the Parco and renounce plans for housing developments. According to Claudia Baffioni from Roma Capitale, the elaboration of a development plan for the Parco also needs to be incorporated in regional planning documents and procedures. Finally, the regulatory framework will also determine the shape and content of the public-private partnership that could institutionalize the current momentum.

What power relations steer or influence development?
 The vested interest of the land owners will certainly shape any future development of the Parco. This holds for the private landowners – who will want to extract economic rents or a capital gain from their assets – but also to the public land owners – who will not be able to invest considerable sums but will want to extract political capital and goodwill from the site. Moreover, the vertical power structure of Italian public authorities means that local administrations are not able to move forward unless they can successfully lobby higher levels of governance (the regional government, but also European institutions) as they depend on them for political and financial support.

Is there an existing political agenda or official documents where the challenges you want to work on can be officially included and documented? Or do you need new documents/internal restructuring/a new agenda?
 In addition to the milestone legislation earmarking the Parco for agricultural development (Bollettino Ufficiale della Regione Lazio, 2014), the challenges could be included and documented in several ways:

- Through a public presentation by the public stakeholders (Municipio, Roma Capitale, Lazio) of the "official" outputs of the June workshop (planned for October 2015)
- In the regional development plan
- In funding requests submitted to the regional and European authorities
- Through different TURAS publications (which add to the legitimacy of the process)

Which transition goals (ecologic, social, economic, and institutional) can you establish that belong to your vision?
 Ecological: render the local ecosystem of the Parco fertile, productive and stable through the use of ecological agriculture and sustainable landscaping interventions

Social: provide free access to the Parco's amenities and recreational and food services that cater the needs of the local populations and tourists, especially families with children who do not have access to green space.

Economic: add local value and create high-quality jobs for the local population in the production,

transition and retailing steps related to the local food system of which the Parco is the hub.

Institutional: Create a stable and equitable governance set-up in which the interests (exclusive and common) are democratically represented; the immediate goal is to create the institution of a PPP including the private and public landowners and members of the local business community and representatives of the inhabitants and associations.

What are the people that can help to form strategic alliances in order to push your transition goals? Who else might need to become involved?
 The workshop has brought together around 50 local stakeholders representing a wide range of institutions, knowledge and interests. Incorporating as many of these actors in the institutionalisation of the transition strategy will be a key success factors. The municipio has also started the conversation with some of the private landowners. Additional people and institutions to involve in a strategic alliance include regional and European policy makers and institutions in order to ensure a broader political and financial support for the development.

There is also a group of around 10 international experts that have participated in the workshop in June 2015 and who signalled their availability to further assist in the ITS.

What are possible pathways to achieve your transition goals?
 Pathway 1: All stakeholders come together in a common platform and the goals are reached in a coordinated way at the scale of the entire site, for instance by rolling out a complete development plan backed up by significant financial investments.

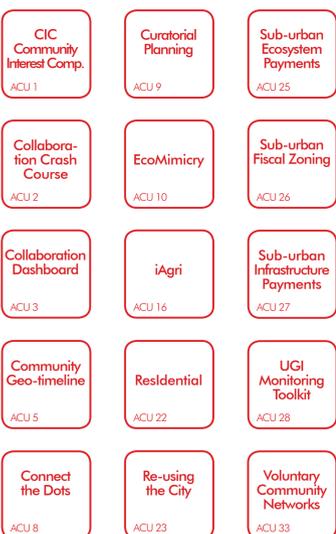
Pathway 2: This is a general consensus among key stakeholders but limited political and financial backing. In this case, the development plan should be less ambitious and rolled out gradually, focussing in low hanging fruits (easily accessible areas, gradual extension of the Cobragor activities, renovation of individual buildings at Casal Del Marmo and Santa Maria della Pietta etc).

- What Activity Unit(s) can serve as a first step to initiate transition along one of your transition pathways?
- 04 – ccc
 - 09 – ctd
 - 11 – ecomim
 - 17 – i-agri
 - 02 – re-city
 - 32 – sesp
 - 28 – sfisc
 - 20 – sfinf
 - 26 – ugi_monitor
 - 31 – vcn

- What Activity Unit(s) can mobilize stakeholders to participate in transition?
- 14 – timeline
 - 24 – residential
 - 10 – curatorial
 - 03 – cic
 - 06 – dashboard

The mobilisation through the curatorial methodology (ACU 10 – curatorial) described in Kampelmann, Kaethler & Hill (2015) has so far been successful and we want continue along these lines. Other ACUs will provide additional and complementary tools for stakeholder engagement.

Implementation



Which are the facilitating local authority departments for your chosen Activity Unit(s)?
 Municipio Roma XIV: Julian Gareth Colabello; Stefania Portaro; Cristina Agliani; Andrea Vannini Bic Lazio: Luca Polizzano
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Who needs to be on the local task force for successful implementation?
 In addition to the local authorities mentioned above, the implementation hinges upon the participation of other local institutions (Cobragor and food-related business community, schools, prison, hospital). A good starting point is to develop the group of local thematic facilitators we used for the June workshop into a dedicated task force.

What is/are a suitable site(s) (physical or virtual) for the Activity Unit and can you access it?
 The Cobragor is the idea bridgehead between the surrounding neighbourhoods and the Parco. Other interesting venues include the empty buildings at Santa Maria della Pietta and the Casal del Marmo, but these require substantial investments for renovation. Ephemeral events could be held at the weekly markets in the surrounding neighbourhoods to reach a broader spectrum of local residents (visitors to Cobragor are presumably already aware about the potential of the Parco).

What are site-related opportunities and constraints?
 The opportunities include the legal status, size and agricultural heritage of the site. Other more specific opportunities related to landscape, agriculture, economy and urban integrated are documented in Kampelmann, Kaethler and Hill (2015) and will be presented in an extended version of the report in October 2015. Constraints are the large number of competent authorities and the split ownership of the land. There is also a series of planning constraints derived from existing regulations (see Suchiarelli 2008).

Which stakeholders are involved in the implementation process, at which stage, in which way?
 While the Municipio Roma XIV is currently leading the implementation process with support of Roma Capitale, many activities could be kick-started by a hybrid institutions with the mandate of overseeing and promoting the implementation. This could take the form of a Community Interest Company (CIC) similar to the CIC that TURAS researchers have studied in London (ACU 4-cic).

- The creation of the CIC should be guided by the following steps:
- Consultations on the basis of the system and sub-system maps with key stakeholders in order to align their respective economic interests.
 - Identification of legal constraints and possible legal vehicles for setting up the CIC.
 - Constitution of the CIC and recruitment of a professional management team.
 - Activation of the transition process towards the vision of the Parco as the heart of a community-based food system, including the collection of public and private funding.