Smart governance answers to metropolitan peripheries: Regenerating the deprived area of the Morandi block in the Tor Sapienza neighbourhood (Rome).

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1   ABSTRACT

A very alive and promising participatory planning process is on the run in the neighbourhood of Tor Sapienza in Rome. In the blocks settlement called Morandi, approximately 500 hundred families live in a modernistic settlement designed and realized in early 70's. As common in these peripheral dense settlements around Europe, the complete absence of *mixité social* caused by diverse reasons has led to strong phenomenon of socio-cultural exclusions and urban poverty. Current economic crisis has increased the tough and difficult conditions of Morandi inhabitants: high level of unemployment and early school leaving, scarce opportunities of professional growth in the neighbourhood, many expressions of marginalisation characterize the project area. Moreover, recent immigration movements determine in this part of the city a new multicultural dimension that not always breed in a collective amelioration, but on contrary, very often lead to conflicts, specifically when Rromi population are involved (it is worth remembering the proximity to the Morandi of the Rromi settlement of Via Salviati).

Improving decision making processes and transforming the ways that public services and answers are delivered in peripheries of European cities is a question of providing "smart governance schemes" for urban policies.

The University (Tor Vergata, Roma 2) has initiated this regeneration process considering three pillars of smart governance:

1. Looking for mechanism of transparent governance.

2. Promoting effective participation in decision-making and stakeholder based design of urban strategies.

3. Re-thinking delivery of public and social services.

The University is the catalyser of a participatory planning process that currently is involving more than 20 local stakeholders. Local stakeholders have been organised in a local action group that regularly hold meetings finalised to the realization of a strategic local action plan, which is identifying priority projects to finance in short time through local/national and EU funds (focus 2014-2020). Projects deriving from this process aim at reducing condition of marginality afflicting this area and its population. Geographical marginality of this settlement of course still plays a strong role in determine peripheral conditions, but other form of marginalities determine the "isolation" of nowadays periphery, and specifically of the Morandi:

*   High level of Unemployment (at the margin of knowledge/education and professional training)
*   Rundown public and private spaces/buildings (marginal financial availability and sense of collectivity/community)
*   Presence of illegal, sometimes criminal, activities (at the margin of rules and legality)

Innovative tools are currently under experimentation in Morandi-Tor Sapienza looking for providing three basic outputs:

1. One effective strategic plan for this kind of settlements (having high grade of transferability at metropolitan area scale).

2. One urban regeneration policy scheme to be replaced in the city of Rome and contextualized to the new EU 2014-2020 territorial cohesion tools (e.g. CLLD, ITI)

3. A set of feasible projects to launch on the very short time providing viable, flexible, proper, effective and resilient answers to existing urban emergencies in the neighbourhood.

The Morandi-Tor Sapienza Regeneration Project: The case description.

Deprived areas often suffer from economic decline (few economic activities, loss of economic actors, high rate of unemployment, low spending capacity, etc.). The purpose of local actions for urban regeneration is to build up the economic capacity of a local area to improve its present and future and the inhabitants quality of life. The action of regeneration initiated in Rome in Morandi Tor Sapienza has been possible thanks to the EU programme URBACT.[1] Specifically, the action is made possible by the Re-Block project.

Re-Block is an acronim for: *REviving high-rise Blocks for cohesive and green neighborhoods.[2]* The territorial problems faced by RE-Block are those to promote efficient and effective regeneration of urban settlements, neighbourhoods, high population density, making them more attractive and improving their environmental quality through the activation of an integrated urban approach. A tailored approach designed to combat urban poverty, poor quality housing, lack of services. The main objective of the RE-Block project is to achieve, in the areas of the involved partners, a number of local action plans. These plans are designed through a participatory and inclusive of local actors. Local actors are organized in a ULSG (*URBACT Local Support Groups*), in order to carry out area based strategic plans. A series of international meetings will help the local action groups to come in contact with other partners in Europe where they face similar problems with the same methodology. The comparison with international experts (*knowledge ambassadors*) from the different partner countries can expand their horizons and perspectives in the design of solutions for local development. The local action plan, of high strategic value, resulted from this participatory process, will identify a set of projects and define their priority. These projects should have a high degree of maturity, in other words, must be shared by institutions and local actors and to be associated with a clear path to financing funds (EU, national, regional, local). In Rome, The University of Tor Vergata was the actor / project partner that has promoted to implement the participatory process in the complex Morandi in Tor Sapienza. The University has identified and coordinated the active forces in the area, which already had previous experience of participation at the neighborhood level, but they had to be coordinated within a process, through strategic oriented objectives, structured through a shared methodology. First action promoted have been;

1. Creation of the Local Support Group (not starting from scratch, but paying attention to previous participatory planning experiences operated in the same neighbourhood, and considering local proactive stakeholders).
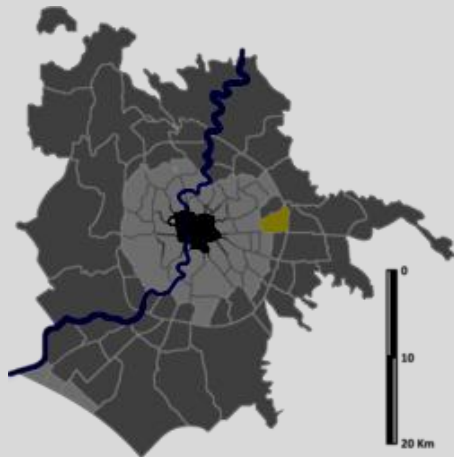
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[1] URBACT is a European exchange and learning programme (*) promoting sustainable urban development. More at: http://urbact.eu/en/about-urbact/urbact-at-a-glance/urbact-in-words/

[2] Project website: http://URBACT.eu/en/projects/disadvantaged-neighbourhoods/re-block/homepage/
Projects partners are Budabest, Gelsenkirchen, Magedeburg, Malaga, Salford, Soedertalie, Iasi, Komotini and Rome (University of Tor Vergata).

2. Proceeding with an analysis of major current urban issues

Location of Morandi-Tor Sapienza

It is located in the Eastern part of Rome, behind and inside the ring road (GRA), between the Via Prenestina and the urban stretch of the motorway A24.

Extension 7.747 sq/km
Inhabitants 25.867 ab. (2010)
Density 3.339 ab./sq.km

Area where to develop the Local Action Plan: An area based initiative.
The map here below (fig. 1) define the area of intervention that will be considered through the RE-Block initiative.

The bullet point on Viale Giorgio Morandi identifies the Blocks area (the most problematic in the whole area). Eastern of Morandi you can see the original core (*borgata storica*) built in early years of the XX century. Northern part industrial areas, while in Western part a mix of commercial, industrial and agricultural areas.

Results of the analytical phase can be summed up in the following SWOT table:

Internal factors	
Strengths	**Weaknesses**
High number of local association in the area, a relevant critical mass in the third sector, some of local association has relevance not just at local scale.	Especially in the Morandi Neighbourhood area, high level of unemployment, low level of schooling and a number of immigrants family living in occupied spaces (illegal and invented dwellings)
In the oldest part of the selected area, mainly built at the beginning of the XX century, all services, facilities and amenities are available.	
Multimodal mobility means available	Both the Morandi settlements (Viale Giorgio Morandi) and the old part of Tor Sapienza (Via di Tor Sapienza) are not good connected with public transport means
The neighbourhood is situated near main transport infrastructures (railway, main access roads to city centre)	The Morandi settlement is still an unconnected island within the peripheral urban fabric of Eastern Rome. This has determined a strong physical, cultural, social and economic isolation of the blocks area.
A rooted identity of inhabitants (memory and social/intellectual capital)	Many people living in the area, especially in the Morandi settlement, have/had criminal records, this determines additional prejudices on the area perception
A number of industrial area and SMEs areas are situated near the selected area	Network of local micro-economies, at neighbourhood scale, is extremely fragmented and not relevant in achieving its critical mass.
Public Urban Policies Heritage (URBACT is not the first initiative in the area)	
A number of urban facilities/services (schools, shops, church…)	Many public spaces are rundown and not usable by local inhabitants. There is a general need of refurbishing spaces and re-design use of common spaces.
Diversity in urban fabric (residential, industrial, agricultural land use is foreseen in the area)	
Good urban density in the historical part of Tor Sapienza	
External factors	
Opportunities	**Threats**
Designing a LOCAL ACTION PLAN in this area could be a way to re-launch socio-economic activities and empower the local fragmented relational networks among inhabitants, associations (civic, cultural, recreational, religious…) and private actors (especially small and micro enterprises)	The presence of many illegal dwellings generated by immigrants and the Romi settlement positioned in via Salviati generate conflicts in the area, conflicts especially involving young people, often unemployed and low-skilled.
The URBACT LOCAL ACTION PLAN in this area is even an opportunity to re-think the way of designing policies for such deprived area in the periphery of Rome: very often to formal planning procedure and very few based on participatory planning processes based on the creation of a LOCAL ACTION GROUP	In the last ten years, and especially in the last period because of the economic crisis, the isolation of this area is growing and socio-economic problems of families are increasing.
A relevant opportunity is in trying to solve the housing issue in the Quartiere Morandi, and provide a solution for the many families currently living in temporary conditions, unacceptable form the quality of life viewpoint.	Relevant phenomenon of social exclusion is already visible in the selected area, in this moment no relevant specific local (regional, municipal) policy/initiative is in progress in the area. No relevant measures are currently taken for moving out this part of Rome from its condition of deprived

	urban area.
An important opportunity is in the connection of local working force with the near rural areas. A number of local innovative project could be launched in order to trigger forms of urban and social local economies. This could be a way of creating employment through initiatives, which, at the same time, increase the quality of the living environment and of urban landscape.	
Presence of important railway infrastructures	
Close to external ring road quickly linking major motorways	
Ethnical diversity	

Survey on previous planning actions, instruments used in the area in the following table:

Analysis of Previous "planning" actions

The first relevant planning actions in the area, after the post war reconstruction period, has properly been the building of the Morandi's neighbourhood. A sort of unexpected UFO landing in the area at the beginning of the 70s (like other settlements in Rome in that period, e.g. Corviale, which with due differences, resembles a lot the operation did in Tor Sapienza, but even the Tor Bella Monaca settlement recalls similar planning approach[i]). There was a need to find a place for many families, several of them immigrated/urbanised to Rome, from poor Italian rural areas and properly living in informal housing settlements.

As in many parts of Europe, these settlements concentrated households whose components having low grade of school education, and essentially constituted not specialised working class. From the beginning the Morandi's is a socially polarized area in the urban/civic fabric of Tor Sapienza, which had already developed a proper story/identity: the "urban" dialogue between Tor Sapienza's historical core and the Morandi settlement has been, and it still remains, difficult.

Other important official planning instruments applied in the area:
- **Contratto di quartiere** (beginning of 2000), a complex integrated policy for urban regeneration (national promoted policy) named "Contratto di quartiere Tor Sapienza"
- **Piano regolatore sociale:** A plan promoted by the local level authority (Municipio VII - now renamed Municipio V), it rules and organises all social services for the population (at local level)
- **Piano Regolatore (General Master Plan of Rome):** The land use planning tool at municipal level (it is a zoning/normative plan providing indications on use and functions of land plots, it has poor strategic dimension)

Additional specific urban policies connected to the RE-BLOCK topic in Rome are/have been:

- Programmi complessi (Complex Programmes) Roma: http://www.urbanistica.comune.roma.it/news-programmazione55/uo-complex38.html
- Citta' Periferica (Peripheral City):
  http://www.urbanistica.comune.roma.it/uo-periferica-prusst15.html
  http://www.urbanistica.comune.roma.it/uo-periferica-zoneo22.html

The analysis phase has been conducted without splitting the Local Support Group (LSG). After this initial phase the group started to work on solutions, it has been divided in different thematic working groups (public space, social inclusion, local (micro) economy. The RE-BLOCK methodology has foreseen an intermediate assessment of the local process operated by the knowledge ambassador (every partner put at disposal of project a *knowledge ambassador*, these are itinerant international/national experts in urban regeneration and/or requalification of blocks areas). A peer review meeting has been held in Rome in the Morandi- Tor Sapienza area.
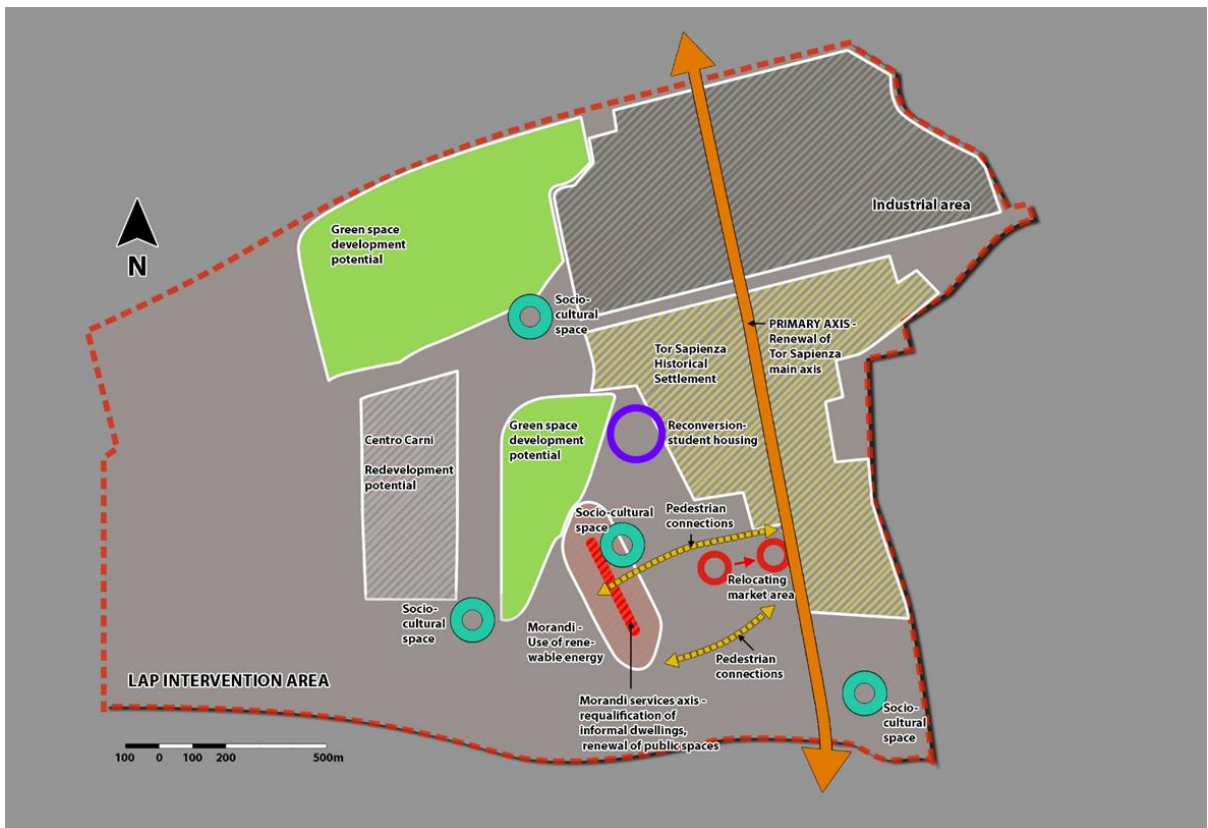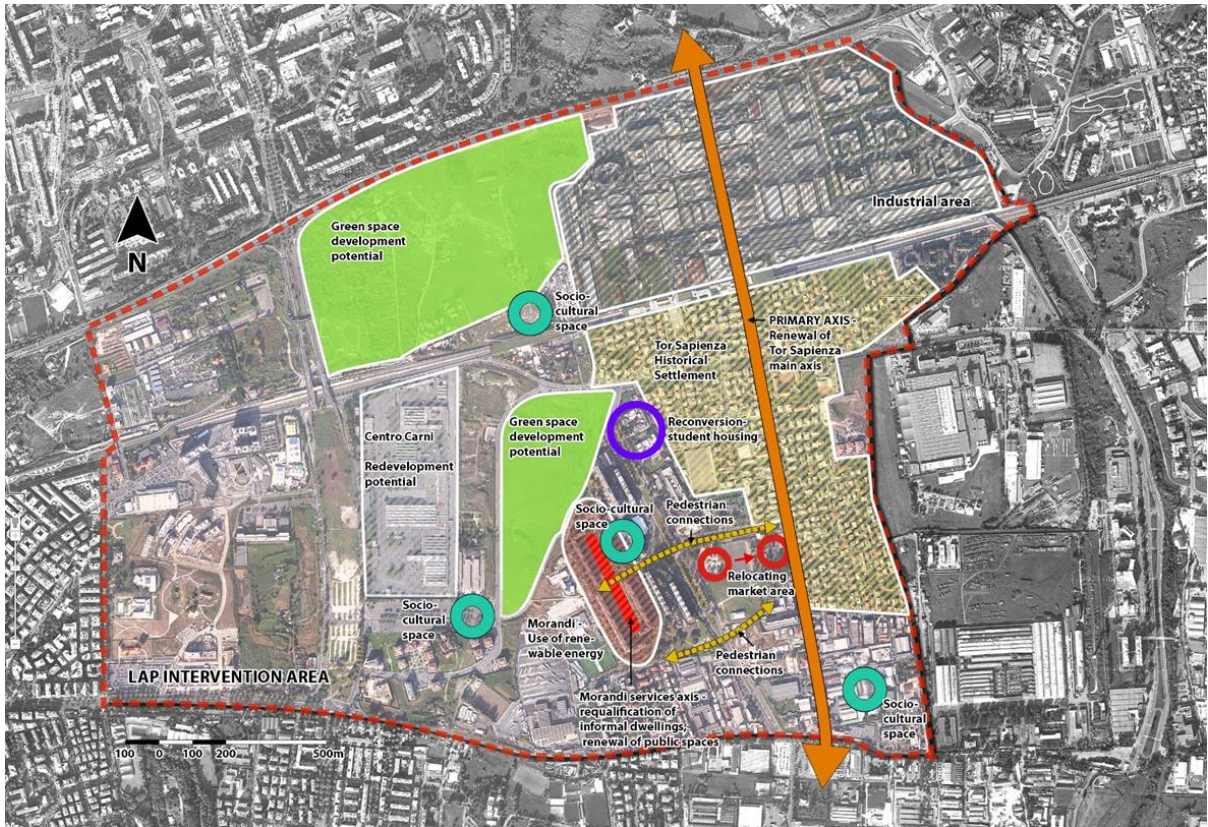
The international experts related to partners who complement each other, together with the University of Tor Vergata, which supports this project and have actively and carefully participated in the *Peer Review Meeting*. The *knowledge ambassadors* have been prepared through a handbook that has driven them to discover problems and potential of Morandi-Tor Sapienza. It is to put in evidence that project's partners share the same problematic in their neighbourhoods. In fact, many problems facing this type of neighbourhoods with high-density social housing construction follow more or less the same logic in other European cities. These problems can be classified and conveyed within certain specific categories:

- Type, configuration, construction methods and layout of the buildings (problems of the architectural design)
- Measure, layout and conceptualization of public spaces and services
- Lack of *social mixity* among the inhabitants (socially polarized places since the beginning of their operation)
- Inability of administration and management of these living spaces related to the extent of the buildings, the mess of property rights, absence of management bodies prone to maintenance of these "cities concentrated" (the governability of these structures, whether it is due only to the public or as well when mutated to forms of public-private partnership, is extremely complex).

The observations originated by the *knowledge ambassadors* in Morandi – Tor Sapienza can be summarized as follows:

1. The unexpected presence in Rome of a real slum (reference om the settlement of Via Salviati), the situation is perceived as urgent and it is recommended to put on the agendas of local institutions the resolution of problems related to this settlement; formally, this is certainly the most serious situation in Morandi-Tor Sapienza.
2. The need to strengthen communication, the connection (even in a strictly physical-material) between the settlement Morandi and the district of Tor Sapienza: place some services in the spine of Morandi, after it has been redeveloped to promote a flow from Tor Sapienza towards Morandi, and not just the opposite.
3. To systematize and develop as a potential, to make it attractive also for other citizens of Rome-Tor Sapienza area Morandi, the various "spots" of multiculturalism, multi-ethnicity in the neighbourhood: to develop this robust cultural diversity to launch events based on an exchange of knowledge (cooking, music, stories, meetings and comparison ...), events that can create some real exchange places social, economic and cultural cooperation between the recent Roman citizens and residents of long-term, in the district and in the city;
4. Launching initiatives in public spaces to intercept the time of the youth, especially those who do not attend for various reasons the activities promoted by schools. Thinking of events, even simple, with an informal nature, which are able to stop the drift of young people to behaviors and actions that could damage their physical and mental health, as well as their ability to define their own path of scholar-professional maturation.

The ULSG working groups, with help of University of Tor Vergata team, and keeping into consideration the knowledge ambassadors suggestions formulated a first draft of the local action Plan (see figures here below) and proposed a first list of project as priority actions needed to regenerate the area (see table here below)

Conceptual local action plan for the regeneration of the Morandi-Tor Sapienza area elaborated by the LSG and the University of Tor Vergata

Preliminary list of identified projects

- Involve the ATER and the region primarily, but also other levels of territorial *governance*, in a process of regeneration of the Complex Morandi (Plug central services, and public spaces inside and outside the complex, energy efficiency projects).
- Establish a natural shopping centrality on Via di Tor Sapienza (axis Tor Sapienza), and transferring the local market in order to create a center that can strengthen the local economy.
- Promote social re-use of the Market Street for aggregation activities of the Youth
- Launch a redevelopment project of the Vittorini School for social activities (public library, actions to reduce early school leaving, promote housing for college students away from home, allocate space for the activities of associations dedicated to the promotion and management of urban-territorial issues, enable branches to respond to issues relating to youth)
- To promote the conversion of spaces like the Centro Carni, where there might find place a training school of crafts, as well as workshops
- Create a relationship between the activities of Urban Agriculture that start in the nearby Mistica Park with the local fabric of Tor Sapienza
- Strengthen pedestrian access between the complex Morandi and the District of Tor Sapienza
- Promoting local production chain linked to the area of reuse and recycling, connected to a short craft chain that involves the work of the informal collectors of waste and municipal solid waste, mainly Roma and immigrant families already active in this field.
- Promote cultural activities and socializing using the key of multiculturalism and integration, through the enhancement of the Municipal Cultural Centres Morandi and Michele Testa, which at this time are underutilized relying only on voluntary forces without economic resources
- Creation of a center to support small local businesses (within the new market)

The draft Local Action Plan has been presented in a public meeting in the ULSG group seat (the Morandi a Colori). Three planning commissioners (periphery, urban planning, environment) of the City of Roma were at the meeting. The practice is still running, there are six months more to go and another international meeting to hold in Rome in September. For its first results and its particular participatory planning approach, based on the URBACT methodology, this practice is becoming a benchmark for other Roman neighbourhoods, and it starts to get well known even in other EU cities. Local politics is interested in results coming from this practice, but until now the political engagements are still to weak, even if the dialogue with the commissioners has been positive: The Project is still running, there is still time for all involved stakeholders, from politicians to institutions and private parties, for contributing the projects definition and for defining their financing.

LSG meet citizens, politicians and institution representative at the cultural center Morandi a Colori (March 2014)

Morandi settlement, possible connection with Tor Sapienza (current situation)
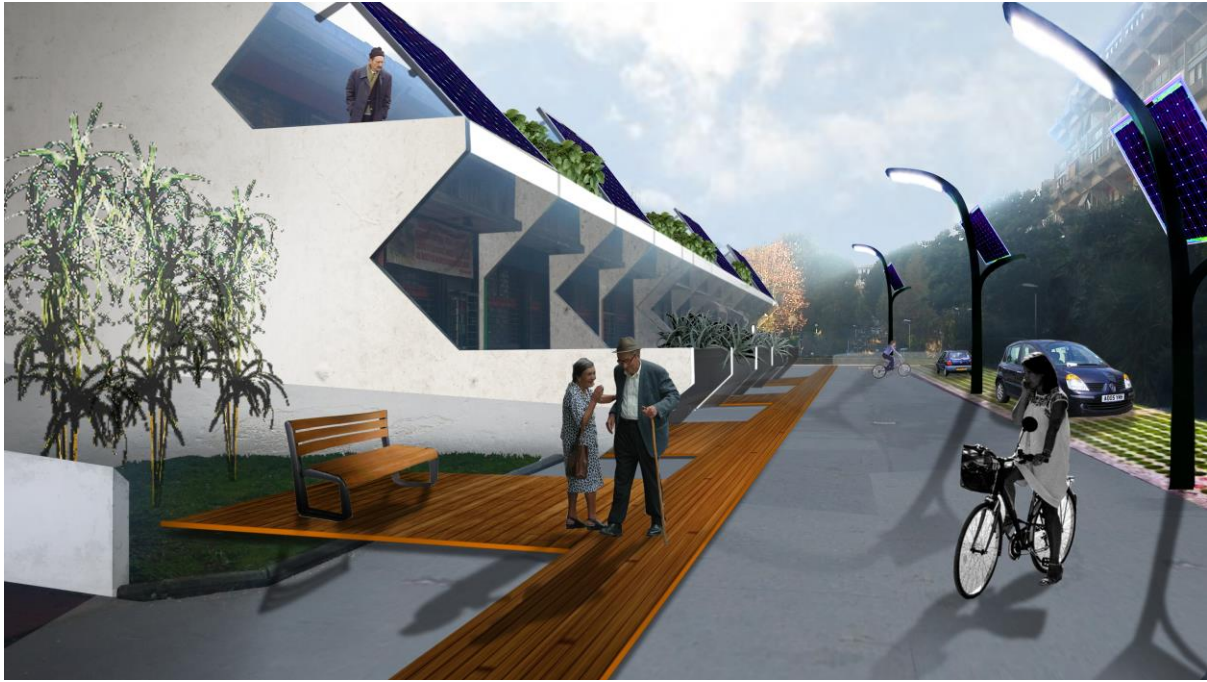

Morandi settlement, possible connection with Tor Sapienza (improvement of the pedestrian pathway – design URBASOFIA.EU)

Pedestrian bridge between Morandi settlement and Tor Sapienza old neighbourhood (improvement of the public space and of the pedestrian link - design URBASOFIA.EU)

Current situation (left) of planned services/facilities buildings inside the Morandi settlement (currently occupied by immigrants families)

A possible smart renewal of the occupied buildings, families are integrated in the settlements (design URBASOFIA.EU)

Peripheries and Smart Governance

Periphery, a term derived from the Greek words "peri" (around) and "pherein "(to lead) to indicate a space surrounded by a closed line, indicates all the areas of a city outside of its historic center. It is to say that at present **this original definition is no more sufficient to identify what is peripheral.** Peripheries can be found in different parts of the urban fabric; periphery can be everywhere and not just outside of the mutable, geometrical line that surround an hypothetical city-center. However, the etymological definition has still sense if we intend *peri* as margin. In fact, **multiple marginality characterizes the periphery.** The steady growth urbanization, coupled with a rise in the expectations of citizens and the ongoing period of economic stagnation that is sweeping Europe are putting increasingly more pressure on cities, especially metropolitan areas, to be more competitive, inclusive, efficient and livable. They are also challenging the cities to think ahead and find new ways to sustain themselves in the future – a hard task for local administrations, which in turn have to offer attractiveness at a price that's affordable for them (Dimitriu, S., Elisei, P., 2014). The investment in being smart, in principle, should help cities in having major perspective. It is to pay attention to avoid that - in focussing on current smart offers available for cities - administrators forget less competitive, in terms of knowledge and economic potential, parts of the city fabric.

Effectively, it seems that the "smart cities approach" to the contemporary cities is holistically facing the many current urban issues, this approach would help a lot the practices of urban regeneration. Most advanced practices mix the need of promoting an economic sustainable development with human, territorial and social capital concerns, and always giving centrality to mobility and environmental challenges. Another (ranking) approach worth a mention, is the one proposed by Cohen (2013) leveraging on a dozen global and regional rankings of smart-city components in order to develop a global ranking of smart cities. His ranking stems from "the smart city wheel" model, based on observing the city using the following lenses: Economy, Environment, Governance, Mobility, Living, and People. This ranking suggest to work on the city considering the harmonization of the many component of urban development, smart is to integrate actions in strategic urban domains.

The Morandi-Tor Sapienza area is just one of the many neighbourhoods suffering multiple deprivation in European metropolitan cities, both in western and eastern Europe. There are millions of EU citizens living very close to poverty threshold and often planning instruments/policies provided by member states and EU are not yet so effective and efficient. The question is in understanding if this new paradigm, or simply new fashion, of the smart cities could help to move the stagnation of many EU peripheries:

What does it mean "smart city" in deprived areas with urgent need of regeneration?

More than technologies, that are anyway a source for many needed solutions especially to infrastructural problems, smartness should be promoted in governance mechanisms. Smart governance mechanisms to facilitate the regeneration of peripheral areas. The running practice of Morandi-Tor Sapienza can provide some indications about this point; nevertheless, it is worth considering two basic aspects in order to contextualize this example: a) it is a periphery in a metropolitan area; 2) it is a periphery having a particular construction typology that is high-density blocks.

The experience of the Morandi-Tor Sapienza, in the context of the URBACT Re-Block project, consents to make several considerations about necessary governance answers to metropolitan peripheries. Of course, all here above listed domains of action are important, but more important is to know how to address them in a situation of scarce available resources and daily urgent problem to solve for local inhabitants. The approached pursued by the coordinating team and the LSG was that of defining major domain of action, for every domain a working group has been activated, this has been the way to manage the local/horizontal connections among the involved stakeholders, namely:

1. investment in regeneration and re- conceptualization of **public space**
2. definition of a project oriented to strengthen initiatives for **social inclusion**
3. implementation of projects aimed at the local level to trigger **local micro economies**

The setting of this strategic *area based* plan, tied to a specific and limited urban area, is providing first answers to the obvious short-medium term emergencies of the selected area: high youth unemployment, school abandonment, useless public spaces, unproductive and functionally inadequate, lack of a real integrated local economic network with the remains of an industrial system that was one of the most important at the Roman metropolitan scale.

Once more, in terms of *Governance*, the project is trying to align the two main platforms, as explained, the horizontal one, inherent in matters of interaction between actors and institutions operating in the specific area and a first set of solutions/projects. The dialogue between actors and institutions characterize the vertical one. Institutions as main sources of resources or carriers for access to mainstreaming financing linked to the next Structural Funds (2014-2020), which define the prospective horizon of the Morandi-Tor Sapienza regeneration actions.

In terms of lessons learned in implementing the participatory process, it is worth underlying:

1. To bring into a dialogue of local clarification main stakeholders and all level of institutions using an area based approach, inspired by a logic of problem solving.

2. To identify the problems with those stakeholders having long experience in the area and adopting an inclusive approach towards the different capabilities included in the LSG.

3. To provide institutions and politicians with continuous feedbacks about every action taken at neighbourhood scale.

4. To organize a dense and continuous programme with the working group and lead them to feasible projects (right scale of action), in every case it is to avoid projects not in line with local forces and potential available funds.

5. To help stakeholders to think "out of the box" and be open to new form economies connected to ecological solutions and new smart technologies (from energy to IT): to be extremely creative in order to invent new local economies based on social interactions (real/virtual) and innovative uses of public space, green areas and all available facilities (public/private, private in public use…).

Smart governance for urban areas, at least for the deprived and peripheral neighbourhoods, requires an integrated approach and involvement of the inhabitants. Smartness is not just in methodologies, instruments and new technological solutions, one basic ingredient is to promote an active citizenship, especially the targeted ones, process ownership. *Smart citizenship* is definitively accompanying discussion linked to the efficiency and effectiveness of smart processes for urban transformations: The software code that constitutes the core subject of the smart city technology can embed the conduct code of intelligent citizenship. This is happening in the case that the design of the new city is not limited to considering the issues of the efficiency of public services, but also their effectiveness in terms of improvement of civil society (De Biase, L., 2013). The topic of smart citizenship open the discussion even to new way of making community in the cities, a way where the citizen, thanks to the web 2.0 tools, can be member of community not strictly related to logics of proximity in a specific neighborhood. Nowadays, we currently use the contraposition between virtual and real communities: Individualism in the network is the new model of sociality; it manifests itself through network focused on partial interests and values. These networks sometimes are able to establish stable virtual communities, more often fragmented and changing ones. *Openness* and *bottom up participation/input to strategic planning processes*, these are important factors for linking the projects 'results to citizens, stake/shareholders proposals. To create a clear link in this context determines the success, in terms of sustainability and resilience, of an urban transformation. Moreover, openness is not just referring to capabilities to act interdisciplinary (essential in the realm of smart cities) or intercultural, but in shaping governance structures based on open data, this open a completely new perspective towards *smart governance* and *smart policies*. Finally, *creativity* is a decisive feature. Creativity as thread between wire and head, the material components of city and the immaterial one, the hardware and the software, the physical infrastructure and the soft policy.

Final remarks:

Smart implies **joint capitalization**, means not just a(nother) prêt-a-portrait concept, and triggers a **multifaceted** approach ("*quick & dirty*" ideas / solutions). Drawbacks so far relate to **fragmented territorial intelligence** and the need for a **certain critical mass** willing to get involved (Cinta, W.L. 2014). When speaking about *governance*, we mean an approach allowing for a spontaneous development of a territory or city potentials, exploiting its internal resources through the choice of shared projects and rules started by the public management ability in creating a competences/resources network among all concerned parties (Prezioso, 2008).When speaking about *smart*, we mean the creating models for strategic sustainable planning by addressing the efficiency of technology across various sectors (energy, environment, public services, accessibility and transportation, etc.) in various typologies and dimension of cities. In other words, it means supporting cities with the development of ambitious and innovative projects embedded in comprehensive urban planning.
Being smart in the design of contemporary city means to pursue a holistic, interdisciplinary and multi-scalar approach to urban issues. To be open in attitude and in use of information is of basic importance: smart cities creates and share data, culture, and knowledge. Smart urban designers collect planning information through use and interpretation of those potentialities embedded in innovative devices and apps (smart phones, social apps, open data repositories…), and in optimizing basic infrastructural networks through inter-related informative system (i-mobility, smart grids…). Lastly,

smartness in design consist in understanding and channelling into participated planning processes the many instances generated within the real and virtual communities (even community development planning is becoming 2.0): to towards smart governance. The following points sum up the most significant considerations:

1. **Smart cities are not just based on application of innovative technologies in the urban space**, but they should define techniques for promoting both cities competitiveness and reinforcement/improvement of ongoing welfare systems: basic ingredients for quality of life.

2. **Smart cities is not a *pret-a portait* concept to be standardized around some IT/ICT/energy/ products and services and promoted through central directive**: smart cities are based on capability of reading the local context and to adapt/integrate smart solutions to specific problems and needs of the different urban areas.

3. **There are no smart cities without smart citizens:** smart urban contexts are those capable a) to share key decisional processes on a multi-level governance base and b) to absorb local communities requests/inputs into decisional mainstreaming.

4. **The process of generating smart cities is based on a strong pact among institutions, enterprises, universities/research centers and third sector stakeholders**, Smart cities platform should be based on multi-actors dialogue, within a context facilitated by central and regional institutions, maybe even through a coordination of new EU promoted territorial instruments, and expected funds for territorial cohesion.

To do Smart Governance in metropolitan Peripheries as in the Rome case, a *set of rules* needs, acting according to the urban and territorial governance, for contributing to build and achieve the strategic planning goals of cohesion. In order to provide an effective impact of network activities on local policies, the URBACT methodology in Morandi-Tor Sapienza projects have been identified and prioritized through the creation of:

a) The URBACT **Local Support Groups**, which help to bring together the main players in local authorities (public and private), this network of actors, through the coordination of local technicians (planners, architects, economists, anthropologists and other professionals responsible in matters of urban and regional planning), realizes
b) **The Local Action Plan** of the neighbourhood/urban area to be redeveloped/regenerated. The scientific and technical coordination is operated by the University of Tor Vergata (Roma), rest is the work of the stakeholders organized in a LSG.

The plan for Tor Sapienza/Morandi is acting, taking into account the limited resources available for the preparation of the local plan, choosing a narrow sphere of action (Area Based Initiative) . In this area, it addresses the priorities that will enable to activate an economic revival of the area in question (focus on **local micro-economies**) and the identification of operational solutions for major social problems (focus on housing and **social inclusion** and upgrading of **public spaces**). Finally, creativity is even thinking out of the box, to simply understand that there are no ready-made solutions for cities. The era of the smart cities is not the one of standardization and parted functions, but the one of the *ad hoc* solutions (every city has its own way, new urban identities based on different way of applying/understanding/contextualizing   technology),   where   integrating   multiple functions/actors/effective initiatives in a clearly identified area space is often the winning option.

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[i] These neighbourhoods have been always occasion of debate (political, technical, cultural…)in Rome, this debate not always has been free of town planning and architectural conflicts: often it has been not triggered a proper urban dialogue between the institutions and the local

communities. However after years of policies and projects many questions are still open in these neighbourhoods, they are especially connected to quality of life in buildings, services and amenities in the public space, mobility and accessibility, opportunities (education/training) for local young people and access to housing for young families and immigrants.