

FIRENZE
PATRIMONIO
MONDIALE



United Nations
Educational, Scientific and
Cultural Organization



Historic Centre of Florence
inscribed on the World Heritage List in 1982

MONITORING OF THE MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE - UNESCO World Heritage site

Municipality of Florence

The Monitoring of the *Management Plan* of the Historic Centre of Florence was approved by the City Council on 12 July 2018 with Resolution No. 2018/G/00321.

Director of the Administrative Coordination Area

Lucia Bartoli

Manager of the UNESCO Office of the Municipality of Florence, Site Manager of the Historic Centre of Florence, World Heritage Site

Carlo Francini

Heritage_CITYlab, Joint Laboratory, Municipality of Florence – Department of Architecture of Florence

Director of the Department of Architecture (DIDA) of the University of Florence

Saverio Mecca

Site Manager of the Historic Centre of Florence, World Heritage Site

Carlo Francini

Coordination of the Monitoring of the *Management Plan* and general management

Carlo Francini

Research on the Monitoring of the *Management Plan* and drafting of the document

Chiara Bocchio, Research Scholar of the joint laboratory Heritage_CITYlab

In drawing up the Monitoring, documents and data provided directly by the project managers have been used.

Contributions by

Paola Biagioni, Research Scholar DISEI

Daniela Chiesi, Research Scholar Heritage_CITYlab

Valentina Ippolito, Association Mus.E

Alessia Montacchini, Research Scholar Heritage_CITYlab

Marco Ricciarini, Research Fellow Heritage_CITYlab

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- Linea Comune S.p.A
- The Centre of Tourism Studies of Florence (Centro Studi Turistici)
- The District Basin Authority of the Northern Apennines
- Opera di Santa Croce
- The Uffizi Galleries
- Angeli del Bello Foundation
- Bardini e Peyron Monumental Parks Foundation
- Fondazione CR Firenze
- Firenze Convention & Visitors Bureau

FOREWORD

Florence is the emblem of Italian art and culture in the world and in 1982 its Historic Centre was declared a **UNESCO World Heritage site**. After all, Florence has always been considered a place belonging to all humanity. This is largely due to the role it has played in the history of civilisation and, in particular, to its renown as the birthplace of modern Humanism. Florence's outstanding cultural importance was, in fact, one of the criteria for its inclusion on the *World Heritage List*. Florence's heritage consists not only of the stone and marble monuments which are admired by millions of visitors from all over the world, but also of the cultural and literary works left by great artists, poets and writers as a legacy to humanity, works that have made Florence famous worldwide. The *Outstanding Universal Value* of Florence is incremented by the intangible heritage represented by the Florentine handicrafts and traditional shops, which provide concrete evidence of continuity with the past by perpetuating the historical and creative image of the city. Our city is, therefore, a living place... a place for developing and transmitting a culture of creative ideas, processes and customs. Florence is a varied and dense environment, made up of interactions and networks, capable of generating creative paths for the development of new lifestyles. After its first *Management Plan* in 2006, Florence approved its second *Management Plan* in 2016 as a tool for conserving and enhancing the World Heritage site. Today, two years later, we are presenting the Monitoring of the *Management Plan 2016*. This is a very important step for the management of the World Heritage site and for the application of what UNESCO asks of the sites on the *World Heritage List*.

The city of Florence is proud to have reinforced its ties with UNESCO in recent years. It is with great pleasure that I mention the *Third International UNESCO Forum on Culture and Cultural Industries*, the *18th ICOMOS General Assembly*, the *Unity in Diversity Forum* that brought together many mayors from different countries around the world, the *G7 Cultural Summit*, and the *UNESCO/ICOMOS Advisory Mission* during which several city projects were positively examined and evaluated by the international experts. These important international events in Florence reach far beyond answering the call of duty to protect and enhance our heritage, they are a testimony to the strategic role local communities can play in economic, social and cultural growth, as well as in advancing peace, tolerance and hospitality which have always characterised Florence.

Dario Nardella,
Mayor of Florence



THE MANAGEMENT PLAN: A TOOL FOR THE GOVERNANCE OF THE HISTORIC CENTRE OF FLORENCE

The Historic Centre of Florence has been included on the *World Heritage List* since 1982. In an attempt to make its protection more decisive, allowing the heritage to be known, defended and monitored, since 2004 UNESCO has recommended the adoption of a Management Plan by all sites included on the List.

The Management Plan thus represents an important tool for the preservation and enhancement of the Heritage, but at the same time it is also a source of guidance for the decisions that the Administration is required to make regarding the use of the city and its spaces. In fact, the Management Plan is characterised by an integrated approach through which the protection and preservation of the cultural heritage is combined with the socio-economic development requirements of the territory with a view to ensuring the sustainability of the choices made.

In order to fulfil the requirements related to the drawing up, implementation and monitoring of the *Management Plan*, in 2005 the UNESCO Office of the City of Florence was established in the municipal organisational structure. Since 2018, within the framework of the overall reorganisation of the municipal administrative structure, the UNESCO Office has been located in the Administrative Coordination Area. Thanks to this collocation, the Administration has overcome a more traditional approach, thereby enhancing the transversal dimension represented by the fact that the City's Historic Centre belongs to the UNESCO World Heritage.

In line with the *Vision* identified in the *Management Plan 2016*, according to which "*only sustainable development centred on man, mutual respect and intercultural dialogue*" can be the basis on which to "*build a new and consistent vision for a living, thriving and welcoming city*", and for the purpose of achieving the *Mission* of preserving "over time the Integrity and the Authenticity of the *Outstanding Universal Value*" of the Heritage of the Historic Centre, the administrative organisation adopted reflects the potential of the same Plan in the perspective of combining the variegated situations of the Historic Centre in "*a living environment which alters and changes over time*", thus enabling an effective interplay between the competent actors and stakeholders, both public and private, working in this situation, and which cannot but also take into account the co-operation among the various institutions involved at a local, national and international level.

The new definition of the organisational structure confirms the relevance of the Management Plan as a tool of choice for implementing a comprehensive policy of sustainable development which, in a holistic and multidimensional approach, has an effective impact on the programming and strategic guidelines of the Administration. Consequently, the intention is to ensure the convergence of the decisions linked to the use of the city not only in the protection of the cultural heritage but also regarding the tourism, commerce, creativity, transport and urban development sectors through the promotion of participatory processes involving all stakeholders, in such a way as to create a balance and a synergy among the requirements for protection, accessibility and development of the local community.

Lucia Bartoli,

Director of the Administrative Coordination Area

THE CHALLENGE OF MANAGING A WORLD HERITAGE SITE AMIDST MEMORY AND FUTURE

"The United Nations was not created in order to bring us to heaven, but in order to save us from hell."

Dag Hammarskjöld, Secretary General of the United Nations, 1954

Thirteen years have passed since the city administration decided to establish a structure that would follow the events linked to the management of the Historic Centre of Florence as a UNESCO World Heritage site.

From the beginning we had the opportunity to pursue and coordinate this intention that has lasted over time.

In 2004 the Ministry for Cultural Assets and Activities decided to invest financial and human resources in order to speed up the definition of the Management Plans for the Italian sites included on the *World Heritage List*.

Italy was already among the countries with the greatest number of sites on the List, but it certainly did not stand out for the presence of Management Plans.

This thrust has allowed many sites to become aware of the value linked to the fact of belonging to the *World Heritage List* thanks to an in-depth reflection on the key concept of **Outstanding Universal Value**, an essential element for defining the possibility of being included on the List or not.

When we recall the first uncertain steps of this challenge, such as the total lack of documentation on the nomination of Florence in 1982, not only in the archives of the city, but at the Ministry itself, and the difficulty of entering into a specific technical language linked to the world of UNESCO, we can safely state that a lot of progress has been made.

From a rhetoric linked to the definition of Florence as a city that belongs to Humanity, an itinerary has been set up, certainly still complex and still in progress, defined through international conventions and in particular, the *Convention of the World Cultural and Natural Heritage of 1972*.

An itinerary without the possibility of turning back, or rather, an "obligatory" itinerary that requires that the State and the responsible subjects assume responsibility for the conservation of the site and raising of awareness of the fact of belonging to the World Heritage. For the Historic Centre of Florence, the responsible subject is the municipal administration, and this is why the human and economic resources for the activities related to the management of the site derive largely from the Municipality of Florence with the financial support of several projects by the State (through **Law 77/2006**), foundations and entities.

Over time, direct relationships have been established with the other institutions, such as the Tuscan Regional Authority and the peripheral State administrations, and in particular with the University of Florence, with the creating of a **joint laboratory with the Department of Architecture** that has been, and will be, the protagonist of many of the research activities applied in the Management Plan.

Within the various administrations and the municipal administration itself, the awareness of the value of the World Heritage site has reached unexpected summits in recent times.

In the various municipal regulations, from urban planning to those related to trade, the fact that the Historic Centre belongs to the *World Heritage List* is always reiterated as an inspiring concept of what we are going to do or authorise in the reference context.

The main tool of all of this is the **Management Plan**.

We have progressed from the first Management Plan made redundant in 2006, linked, rightly so, to the model that was being consolidated



in those years at a national level (we were among the first "old" sites to have a Management Plan), to a second Plan in 2016 deliberately directed towards potential or actual threats that could affect the World Heritage site.

It was obvious that the experience of the 2014 **Retrospective Outstanding Universal Value** for Florence and, above all, the exercise of the 2013 **Periodic Reporting** would induce us to take the road of a useful instrument, directed towards the highlighting of criticalities and the identification of possible answers.

In the *Management Plan* we aimed at clarifying in an exemplary manner just what the *Vision* and *Mission* of Florence was as a World Heritage city.

The *Vision*: ***We are convinced that only sustainable development centred on man, on mutual respect and on intercultural dialogue can provide the foundation on which to build a new and consistent vision for a living, thriving and welcoming city.***

The *Mission*: ***To preserve over time the Integrity and the Authenticity of the Outstanding Universal Value, which have permitted the recognition of the property as a UNESCO World Heritage site.***

If we take as a guiding principle the sixth (and perhaps the most fascinating criterion of inclusion on the *World Heritage List* that links together both the material and immaterial assets) - which for Florence has the following declination "*Florence is materially associated with events of universal importance. It was in the milieu of the Neo-Platonic Academia that the concept of the Renaissance was forged. Florence is the birthplace of modern humanism inspired by Landino, Marsilio Ficino, Pico della Mirandola and others*" - then the *Vision* for the city that we defined in the process of the *Management Plan* could not be anything different.

Just as the *Mission* that links us to the World Heritage cannot be any different: preserving over time the Integrity and Authenticity of the site that does not mean cloaking and repressing the natural changes of a living organism like a city.

The *Mission* intends to be an encouragement in knowing how to manage change without forgetting the roots and reference models that are linked to the history and development of the territory of a city like Florence. No homologations, but neither any attempt to relive the good old days.

No password is necessary therefore, for valorising a great tradition, but there is also the need to develop strategies of resilience and adaptation for the sustainable development of our city.

From this point of view we find a formidable ally in the *UN 2030 Agenda* and its **Sustainable Development Goals**, especially number 11: "*Make cities inclusive, safe, resilient and sustainable*", and that is why we have included the *Sustainable Development Goals* of the **2030 Agenda** among the Monitoring indicators for our Action Plan.

A year ago, in May 2017, a **UNESCO/ICOMOS Advisory Mission** expressed a positive outcome for the evaluation of many projects of interest in our city and in particular, it had words of appreciation for our *Management Plan*, defining it as praiseworthy, strategic and readable.

We trust that the Monitoring of the *Management Plan*, the result of the continuous and persevering work of many people, will also receive a positive evaluation from those who read it.

Carlo Francini,

Site Manager Historic Centre of Florence, World Heritage site



Foreword

The Management Plan: a tool for the governance of the Historic Centre of Florence

The challenge of managing a World Heritage site amidst memory and future

How to read the Monitoring of the Management Plan

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HOW TO READ THE MONITORING OF THE MANAGEMENT PLAN



What is the **Convention concerning the Protection of World Cultural and Natural Heritage**? Go to **page 20**

What are the **Operational Guidelines for the Implementation of the World Heritage Convention**? Go to **page 21**

What does **OUV** mean? Go to **page 21**

What is the **Management Plan** and what is its purpose? Go to **page 20**

What is the **Action Plan**? Go to **page 24**

What are the **Vision** and the **Mission** of the Florence World Heritage? Go to **page 22**

Do you want to know what the **Criticalities** of the Historic Centre of Florence are? Go to **page 22**

What do the **Statement** and **Retrospective Statement of Outstanding Universal Value** mean? Go to **page 23**

What are the **5Cs**? Go to **page 24**

How are the **actions/projects** for the Historic Centre of Florence **monitored**? Go to **page 29**

What role do the **Sustainable Development Goals of the 2030 Agenda** play in the Monitoring of the Florence Management Plan? Go to **page 34**

What are the **good practices** and **useful projects** for maintaining the OUV of Florence? Go to **page 124**

1. Introduction to the Management Plan



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HISTORIC CENTRE OF FLORENCE

INSCRIPTION
NUMBER

174

DATE OF
INSCRIPTION

1982

CRITERIA

I,II,III,IV,VI

LATITUDE

N43 46 23.016

LONGITUDE

E11 15 21.996

CORE ZONE

505 HA

BUFFER ZONE

10,480 HA

4 MUNICIPALITIES

BAGNO A RIPOLI
FIESOLE
FIRENZE
SESTO FIORENTINO



United Nations
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Cultural Organization



Historic Centre of Florence
inscribed on the World Heritage List in 1982



A map of a geographical area with a light tan background. A large, irregularly shaped region is highlighted in a light blue color. This region is bounded by a solid blue line. Within this blue-shaded area, there is a smaller, more irregularly shaped region that is shaded in a darker blue. The map also shows several dark brown lines representing major roads or highways, and a network of thin white lines representing smaller roads or streets. The overall shape of the blue-shaded region is elongated from the top-left towards the bottom-right.

BUFFER ZONE

CORE ZONE



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HISTORIC CENTRE OF FLORENCE

BUFFER ZONE - CORE ZONE

NE

TIMELINE OF THE HISTORIC CENTRE OF FLORENCE, WORLD HERITAGE SITE



TIMELINE OF THE PROJECTS THAT HAVE INVOLVED THE UNESCO OFFICE OF THE MUNICIPALITY OF FLORENCE

2006

Florence Heritage

project: platform offering new itineraries in the city

2007

Belvedere Firenze

project: panoramic points on the hillsides

Florence on Earth

project: the GIS system for the archaeological assets

2008

Buffer Zone

project: identification of the buffer zone of the World Heritage site

Urban Codec

project: decoding the urban area

2009

Urban Critical Survey, the Squares, phase 1

project: public space

Visitor management

project: tourism

Firenze perbene

project: care for and decorum of the city

Visions of Florence

project: video for presenting the World Heritage site

2010

Urban Critical Survey, the Squares, phase 2

project: public space

Medieval Florence

project: medieval urban landscape

2011

East-West Axis

project: critical survey for the requalification of the urban landscape

2013

HECO - Heritage & Colours

project: open data of architecture

2014

Archeomedsites

European project: transfer of good practices in World Heritage sites in Lebanon and Tunisia

Twinning of Jordan-Italy

twinning project: transfer of good practices in Jordan

2015

Inauguration of Piazzetta Tre Re

project: requalification of urban spaces

2016

Study of the Capacity of the Historic Centre of Florence

project: tourism and sustainability

Seminario Internacional de Ciudades Patrimonio Mundial de la Humanidad

European project: in Leon, Nicaragua, on the theme of management of the World Heritage cities

Hidden Conservation Revealed

project: video on the topic of restoration

2017

Twinning of Azerbaijan-Italy

twinning project: transfer of good practices in Azerbaijan

Heritage Impact Assessment of the Historic Centre of Florence

progetto: Heritage Impact Assessment

2018

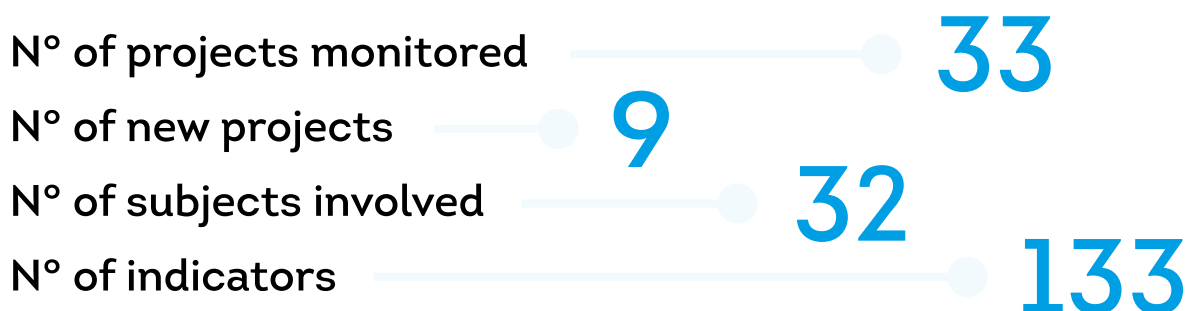
ATLASWH - Heritage in the Atlantic Area: Sustainability of the Urban World Heritage Sites

European project: sustainability in the World Heritage sites of Oporto, Bordeaux, Edinburgh, Florence and Santiago de Compostela





MONITORING DATA OF THE MANAGEMENT PLAN 2016 HISTORIC CENTRE OF FLORENCE, WORLD HERITAGE SITE



THE THREE PILLARS OF THE MONITORING

1
5 **Criticalities**
identified in the
Periodic Report

2
Strategic Objectives
of the World Heritage
Convention,
the **Five "Cs"**

3
17 Sustainable
Development Goals
of the 2030 Agenda
(**SdGs**)

HOW MANY PROJECTS ADDRESS:

CRITICALITIES

Mass Tourism
Urban Transport and Pollution
Flooding of the River Arno
Decrease in Residents
Conservation of Monuments

21
9
7
9
17

FIVE Cs

Credibility
Conservation
Capacity Building
Communication
Communities

21
22
27
27
27

17 SdGs

No Poverty
Zero Hunger
Good Health and Well-being
Quality Education
Gender Equality
Clean Water and Sanitation
Affordable and Clean Energy
Decent Work and Economic Growth
Industry, Innovation and Infrastructure
Reduced Inequality
Sustainable Cities and Communities
Responsible Consumption and Production
Climate Action
Life Below Water
Life on Land
Peace and Justice Strong Institutions
Partnerships to achieve the Goal

4
4
18
11
3
33
18
6

10
17

WHY IS FLORENCE A WORLD HERITAGE SITE?

Summary of the *Statement Of Outstanding Universal Value* of the Historic Centre Of Florence

1. CULTURAL CRITERIA

(I) masterpiece - creative genius

Florence is a unique artistic realization, an absolute chef-d'oeuvre, the fruit of continuous creation over more than six centuries.

(II) interchange - values on developments in architecture or technology, monumental arts, town-planning or landscape design

Since the *Quattrocento* (15th Century), Florence has exerted a predominant influence on the development of architecture and the monumental arts – first in Italy, and then throughout Europe.

(III) testimony - cultural tradition or to a civilization which is living or which has disappeared

The Historic Centre of Florence testifies in an exceptional manner to its power as a merchant-city of the Middle Ages and the Renaissance.

2.1 INTEGRITY

Measure of the wholeness and intactness of the heritage

Florence comprises all the elements necessary for expressing its *Outstanding Universal Value*: *Arnolfian walls* that date to the 14th century, the “*quadrilatero romano*,” the narrow streets of the medieval city, and the Renaissance city, the untouched urban environment as well as the surrounding hills which provide a perfect harmonious backdrop.



(IV) example - type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history

First-rate economic and political power in Europe from the 14th to the 17th century; prestigious buildings in Florence extol the munificence of the bankers and the princes.

(VI) association - events or living traditions, with ideas, or with beliefs, with artistic and literary works

It was in Florence that the concept of the Renaissance was forged; Florence is the birthplace of modern Humanism.

2.2 AUTHENTICITY

Credibility requirement, therefore, it indicates whether or not the listed property is what it claims to be

The setting of Florence has remained unchanged throughout the centuries:

- ✓ original building techniques with traditional building materials such as "pietra forte", "pietra serena", plasterwork, and frescoes;
- ✓ building volume and decorations;
- ✓ medieval roots such as its urban form with narrow alleyways;
- ✓ Renaissance identity;
- ✓ unique Florentine handicraft;
- ✓ traditional shops.



3. PROTECTION AND MANAGEMENT REQUIREMENTS

National provisions:

- Code for the protection and preservation of cultural heritage and landscape (D.lgs 42/2004),

Local provisions:

- UNESCO Office of the Municipality of Florence (since 2005);
- Management Plan of the World Heritage site (since 2006);
- Master Plan;
- Structural Plan.



1.1. THE MANAGEMENT PLAN FOR WORLD HERITAGE SITES

In order to effectively apply the *Convention for the Protection of the World Cultural and Natural Heritage (1*)*, in 2002 the World Heritage Centre established that the inclusion of new sites on the *World Heritage List* had to necessarily be subject to the drawing up of a *Management Plan*.

Therefore, in 2004 the Centre extended this obligation to the sites already included on the List, thus providing governments and local administrators with a valid tool for protecting, enhancing, and monitoring the heritage and raising public awareness.

Article 108 of the *Operational Guidelines for implementation of the World Heritage Convention (2*)* states that each candidate must have an appropriate *Management Plan* or another management system capable of specifying the methods via which the *Outstanding Universal Value (3*)* is preserved as well as the instruments for encouraging participation by the local community and stakeholders of the reference site.

What is a Management Plan?

It is an instrument that:

- ✓ works towards the conservation and enhancement, that is, the management, of a site inscribed in the *World Heritage List*, in order to transmit said heritage to present and future generations;
- ✓ analyses, through the involvement of various actors and stakeholders, the forces of change and the changes that take place in cultural, environmental and socio-economic terms;
- ✓ promotes protection and enhancement projects coordinated and shared with the various actors operating in the area.

1* Convention for the Protection of the World Cultural and Natural Heritage

The *Convention for the Protection of the World Cultural and Natural Heritage* was established in 1972, during the 17th session of the UNESCO General Conference. The Convention is an international agreement for the identification, protection and conservation of the World Cultural and Natural Heritage which provides for the adoption of a List that includes the assets of exceptional and universal value for the whole of humanity. The international community, and also the national and local communities are therefore called on to defend the *Outstanding Universal Value* of the World Heritage properties - which are increasingly threatened by destruction, not only due to traditional causes of degradation, but also to the effects of the evolution of social and economic life - in the awareness that their damage or disappearance represents a very serious loss for the whole of humanity.

Website: <<https://whc.unesco.org/en/conventiontext/>>



Through the development of an accurate and integrated *Management Plan*, it is possible to:

- ✓ provide management tools aimed at coordinating the different interests of the various parties involved, both public and private;
- ✓ identify the strengths and weaknesses, opportunities and possible threats;
- ✓ identify the short, medium and long-term goals concerning the conservation and development, as well as innovative strategies and actions for achieving them.

For ensuring an effective management system it is necessary to have:

- ✓ a shared understanding of the site by all the stakeholders, as well as their involvement and coordination;
- ✓ a planning, implementation, monitoring, evaluation and feedback cycle;
- ✓ an evaluation of the vulnerabilities of the asset with monitoring of the impact of the proposed interventions;
- ✓ allocation of the necessary resources;
- ✓ capacity building;
- ✓ a responsible and transparent description of the management system.

2* Operational Guidelines for Implementation of the World Heritage Convention

These represent a useful tool for implementation of the *World Heritage Convention*. In fact, they contain precise criteria for the insertion of a property on the *World Heritage List*, as well as those for requesting international assistance within the scope of the *World Heritage Fund*. The *Operational Guidelines*, drawn up for the first time in 1977, are periodically updated in order to reflect new concepts, knowledge or experiences. The text currently in force is that of 2017.

Sito web: <<https://whc.unesco.org/en/guidelines/>>



3* Outstanding Universal Value (OUV)

Outstanding Universal Value is that cultural and/or natural significance which is so outstanding that it transcends national boundaries and is of shared importance for the present and future generations of all mankind.

OUV represents the motivation for which every asset/site has been inscribed in the *World Heritage List*.

In order for an asset to be considered as having *Outstanding Universal Value*, it must:

- satisfy one or more of the *Selection Criteria*;
- meet the *Integrity and Authenticity* conditions;
- have an adequate *Protection and Management System* for guaranteeing its safeguarding

For more information consult the *Operational Guidelines*:: <<https://whc.unesco.org/en/guidelines/>>

1.2. THE MANAGEMENT PLAN 2016 OF THE HISTORIC CENTRE OF FLORENCE

The second *Management Plan* of the Historic Centre of Florence was approved by the Municipal Council on 19 January 2016, the result of a complex process broken down into several phases:

- 1 The **first phase** is aimed at analysing the values that have motivated the inclusion of the site on the *World Heritage List*, the local resources, cultural and socio-economic connotations, the enhancement projects of the site *in itinere* and the analysis of the regulatory and planning framework. As a result, the **SWOT Analysis** of the site has been outlined and the **Vision (4*)** and **Mission (5*)** to be pursued defined.
- 2 The **second phase** is characterised by important **moments of sharing and participation**. In July 2013 and 2014, three meetings were organised, the so-called Technical Tables or Focus Groups, which saw the participation of the main institutions and stakeholders involved in the conservation and enhancement of the Florentine heritage. Instead, the participation process of the local community took place in November 2015, through the organisation of a Consultation Marathon focusing on the *Management Plan* of the Historic Centre of Florence.

4* Vision

The *Vision* is the scenario that represents the desired image of the World Heritage site. The *Vision* shows the aspirations of the *Management Plan*, the ideal direction in which the World Heritage site intends to head. Like a movie camera, the *Vision* takes photographs and illustrates the changes in the stratified urban fabric, underscoring the importance of the everyday life of a Historic Centre that intends to remain a living, thriving and welcoming place.

Vision of the Historic Centre of Florence

We are convinced that only sustainable development centred on man, mutual respect and intercultural dialogue can provide the foundation on which to build a new and more consistent vision for a living, thriving and welcoming city

For more information consult the *Management Plan 2016*:
<<http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano-gestione-en-web.pdf>>



5* Mission

The *Mission* is the way in which we want to operate in order to achieve the *Vision*. It is therefore configured as an operational guide that specifies how it is intended to achieve the goals and therefore the resources that must be used to achieve the *Vision*.

Mission of the Historic Centre of Florence

To preserve over time the Integrity and Authenticity of the Outstanding Universal Value, which have permitted the recognition of the property as a UNESCO World Heritage site

The *Mission*, in a word, the maintaining of the OUV of the Historic Centre of Florence, focuses on three key concepts:

Knowing the UNESCO World Heritage site; **Living** the UNESCO World Heritage site in a sustainable manner; **Safeguarding** the *Outstanding Universal Value* of the UNESCO World Heritage site.

For more information consult the *Management Plan 2016*:
<<http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano-gestione-en-web.pdf>>

6* Criticalities of the Historic Centre of Florence identified in the Periodic Reporting and the Retrospective Statement of OUV

- Conservation of the monumental and artistic heritage
- Decrease in the number of residents
- Flooding of the River Arno
- Urban transport system and air pollution
- Impact of long-term mass tourism

- 3 In view of the lengthy process of analysis, retrieval of data, sharing and participation during the **third phase** of drawing up the *Management Plan*, the intervention proposals and short, medium and long-term project actions considered necessary for the maintenance of the site were identified. In this way, light was shed on the methods required to deal with the **Criticalities (6*)** that emerged in the **Periodic Reporting (7*)**, compiled in February 2014 and drawn up in compliance with article 29 of the *World Heritage Convention*, and in the **Retrospective Statement of Outstanding Universal Value (8*)** of 2014 (revision of the **Statement of Outstanding Universal Value (9*)**).

7* Periodic Reporting

Every six years, the States Parties are invited to submit a periodic report to the World Heritage Committee on the application of the *World Heritage Convention*, including the *State of Conservation* of the World Heritage sites located within their territories. Known as *Periodic Reporting*, it takes the form of an online questionnaire in which the implementation of the *World Heritage Convention* at a national level (Section I) and the *State of Conservation* and management of each site (Section II) are indicated. The main purpose of the *Periodic Reporting* is: to provide an evaluation of the application of the Convention; to verify whether the value (OUV) for which a site has been included on the *World Heritage List* has been preserved over time; to provide updated information about the World Heritage sites in relation to their *State of Conservation* and any changes thereof; to furnish a tool for the cooperation and exchange of information and experiences among the States Parties regarding the implementation of the *World Heritage Convention*.

In order to facilitate the procedure, the UNESCO World Heritage Centre has organised the compilation of the *Periodic Reporting* by geographical area. For Europe, the first cycle of the *Periodic Reporting* was established from 2001 to 2006, the second cycle began in 2012 and ended in 2014, whereas the third cycle will take place in 2022-2024.

Website: <<https://whc.unesco.org/en/periodicreporting/>>



8* Retrospective Statement of Outstanding Universal Value

The *Retrospective Statement of OUV* is the Statement drawn up for the properties inscribed in the *World Heritage List* prior to 2007, that is, the year in which the requirement to draw up the *Outstanding Universal Value Statement*, introduced by the *Operational Guidelines* in 2005, became operational.

For more information consult the following presentation: <<https://whc.unesco.org/document/120011>>



9* Statement of Outstanding Universal Value

The *Statement of Outstanding Universal Value* illustrates the reason why each property/site has been inscribed on the *World Heritage List*. This document consists of: *Brief synthesis of the site*; *Justification for Criteria*; *Statement of Integrity* (for all properties); *Statement of Authenticity* (only for cultural properties); *Requirement for protection and management*.

For more information consult the *Operational Guidelines*: <<https://whc.unesco.org/en/guidelines/>>



1.3. THE ACTION PLAN OF THE MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE

The third phase of the *Management Plan* consists of the drawing up of the **Action Plan (10*)**. The Action Plan identifies a series of projects and activities to be carried out in order to achieve the goals of the Management Plan; therefore, they define the results of the actions in terms of goals, responsible subjects and timing necessary for the implementation of the project. In other words, the Action Plan represents the main opportunity for establishing the priority actions for the site and indicates how to use the available resources, thus configuring as a useful tool for laying the foundations for site management and monitoring in the following years.

The Action Plan, and therefore the actions and activities it contains, are based on the results of the qualitative and quantitative analysis of the site context, on the involvement of the stakeholders, and on the participation processes of the local community.

In fact, through the coordination and dialogue with the stakeholders of the site and the involvement of the community, various actions and strategic projects for the management of the Historic Centre of Florence have been selected and subsequently included in the Action Plan of the *Management Plan*.

There were two selection criteria of these actions and projects:

- ✓ the **Strategic Objectives of the World Heritage Convention, the “5Cs” (11*)**;
- ✓ the **Criticalities of the Historic Centre of Florence (12*)** for which the project attempts to provide solutions.

In the first place, the projects are selected along the lines of the *Strategic Objectives of the World Heritage Convention*, in other words, the “5Cs”, in compliance with the **Budapest Declaration on the World Heritage (13*)** of 2002.

10* Action Plan

The Action Plan is an integral part of the *Management Plan* and has the task of setting the goals, strategic actions and indicators according to which the success or failure of the activities identified for the conservation and enhancement of the World Heritage Site can be measured.

11* The Strategic Objectives of the World Heritage Convention, the “5 Cs”

- strengthen the credibility of the *World Heritage List* (**Credibility**);
- ensure the effective conservation of the properties (**Conservation**);
- promote effective development of Capacity-building measures (**Capacity building**);
- increase public awareness, involvement and support for World Heritage through communication (**Communication**);
- enhance the role of communities in the implementation of the *World Heritage Convention* (**Communities**).

Website: <<https://whc.unesco.org/en/partnerships/>>



12* Criticalities of the Historic Centre of Florence

- Congestion of the Historic Centre due to **mass tourism**;
- Difficulties related to the conservation of such an extensive monumental heritage;
- Problems concerning the urban transport system and the question of air pollution;
- Danger of flooding of the River Arno and the risks connected with climate change;
- Decrease in the **number of residents** in the Historic Centre.

For more information consult the Management Plan 2016:
<<http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano-gestione-en-web.pdf>>



The *Strategic Objectives of the World Heritage Convention*, the “5Cs”, clearly explain how the cultural heritage that the 1972 Conference intends to protect is not simply a product of the past, but above all, a process to be actively built, maintained in the present, and projected towards a sustainable future.

In the second place, the projects and activities identified during the participatory process become real and concrete actions aimed at restricting the criticalities affecting the site.

These threats were identified during the activities of drawing up the *Retrospective Statement of Outstanding Universal Value* of the site and during the compilation of the *Periodic Reporting* of the Second Cycle, an important moment for a general evaluation of the *State of Conservation* of the site and for identifying the **Macro Areas (14*)** of intervention.

In short, the Action Plan of the *Management Plan* of the Historic Centre of Florence is based on two important axes:

- on one hand, it intersects with the five **Strategic Objectives of the World Heritage Convention** “Credibility, Conservation, Capacity Building, Communication, and Communities”;
- on the other, it is aimed at mitigating the five **Criticalities** that could interfere with the maintenance of the *Outstanding Universal Value*, and hence with the Integrity and Authenticity of the site.

The selected projects constitute the strategic actions of the Action Plan, which takes the form of a table. As already explained above, the projects have been identified with reference to the five *Strategic Objectives of the World Heritage Convention*, the “5Cs”, and to the five Criticalities of the site, and is broken down according to the five Macro Areas mentioned above.

13* The Budapest Declaration on World Heritage

In 2002, 30 years after the *World Heritage Convention*, the World Heritage Committee adopted the Budapest Declaration, set up to reflect on the successes and limits of the Convention, to establish and communicate the new strategic objectives (the “5Cs”), and to encourage new partnerships in order to promote the conservation of the World Heritage. This Declaration should therefore serve for raising awareness and supporting the World Heritage, as well as promoting new partnerships.

Website: <<https://whc.unesco.org/archive/2002/whc-02-conf202-5e.pdf>>



14* Macro Areas of the Action Plan

The Macro Areas, according to which the Action Plan is broken down and the various project initiatives are organised, include:

- 1) **Management of the tourism system;**
- 2) **Conservation and knowledge of the monumental heritage;**
- 3) **Transport system;**
- 4) **The River Arno and climate change;**
- 5) **Liveability, commerce and residence in the Historic Centre.**

For more information consult the *Management Plan 2016*:
<<http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano-gestione-en-web.pdf>>



The following elements are indicated for each project:

- Project title;
- Responsibilities;
- Element of the *Mission* the project responds to (KNOWING, LIVING, SAFEGUARDING);
- Duration (short-term 0-1 year, medium-term 1-3 years and long-term 3-6 years);
- Monitoring indicators (for verifying the progress of the activities);
- “5Cs” (*Strategic Objectives of the World Heritage Convention*);
- Criticalities that have an impact on the site and which the project attempts to deal with.

The choice of the project initiatives to be included in the Action Plan, in the drafting phase or already in progress, was based on the extent to which they tangibly sustain and preserve the *Outstanding Universal Value* of the site, their relevance to the five *Strategic Objectives* of the *World Heritage Convention* and their concrete capacity to respond to the potential emergencies which could affect the Historic Centre of Florence.

2. Monitoring the Management Plan



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2.1. MONITORING THE MANAGEMENT PLAN OF THE WORLD HERITAGE SITES

The development of the *Management Plan* is part of a circular process which, starting from the analysis of the territory and the definition of the goals, includes the participatory, planning and drafting (Action Plan), implementation and monitoring phase, followed by a subsequent review of the *Management Plan*. This procedure echoes the requirements set out in Article 111 of the 2017 *Operational Guidelines*. The Action Plan, as outlined in the previous section, identifies the actions and strategic projects aimed at conserving and enhancing the World Heritage site.

To ensure the effective implementation of the Action Plan, and therefore of the *Management Plan*, it is of fundamental importance to establish a **monitoring system**. The monitoring, which is an essential and continuous part of the management process, is used to measure and plan the changes, as it provides the necessary information for the revision, adaptation and updating of the *Management Plan*.

The monitoring therefore measures the progress and results of the *Management Plan* for the purpose of providing information about what is happening in the World Heritage site and how much of the planned programme has been achieved. In other words, monitoring is the true test of the effectiveness of the management of a World Heritage site, as it measures the implementation of the *Management Plan* in both quantitative and qualitative terms, and therefore whether and to what extent the *Outstanding Universal Value* of the site is preserved.

Consequently, the drawing up of the *Management Plan* is a necessary condition for the implementation of the protection and enhancement system of a site; however, it is not sufficient; there must also be adequate and effective monitoring tools. In fact, the key factor in the success of a *Management Plan* lies in the ability to identify the primary needs and actions/projects that are able to maintain and enhance the *Outstanding Universal Value* of the site.

As a result, monitoring is configured as the most suitable instrument for containing the risk of weakening the *Outstanding Universal Value*. Therefore, indicators should be defined, against which to measure changes and which are able to monitor each individual Action Plan project. The data collection and reporting system must be structured on these indicators in order to allow the implementation of a revision and updating system of the Management Plan. The monitoring of the projects and evaluation of the effectiveness of the interventions included in the Action Plan consists essentially of the control of macro-emergencies and the supervision of the management process of the site itself.

2.2. THE MONITORING OF THE MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE

Within the scope of the *Management Plan* of the Historic Centre of Florence, the monitoring process of the Action Plan is broken down into two phases:

- 1 The first phase focuses on the **verification of the compliance of the project**, both with respect to the *Mission* of the site and the maintaining of its OUV (an assessment carried out during the selection stage of the strategic projects);
- 2 The second phase assesses the **state of progress of the projects**, by identifying the monitoring indicators and highlighting whether the project goals are being achieved within the established timeframe or not.

In short:

- 1 The first phase consists of the evaluation of the project and the highlighting and analysing of any criticalities/threats of the sites. This phase intends to answer the question: **Does the project aim to support the site's Outstanding Universal Value?**
- 2 Instead, the second phase is characterised by the monitoring *in itinere*, the identification of the monitoring indicators, and the retrieval of the data for analysing the effectiveness of the project. This phase aims to answer the question: **Is the project analysed really useful and efficient in achieving the goal initially identified? Does the design action mitigate the risk factor?**

In the light of what has previously been emphasised, it is appropriate for the Action Plan to be regularly monitored by structuring the activity in two different levels:

- ✓ assessment of the progress of the projects through periodic meetings with the managers and actors involved in the project;
- ✓ identification of performance indicators that are increasingly more adequate and functional for the monitoring.

The *Management Plan* must be updated and adapted to the processes of change of the context and the specific needs that emerge over time. In addition to the actual measurability of the indicators, it is important to underscore the importance of the monitoring procedure that takes place through recurrent meetings and moments of consultation with all the stakeholders. These meetings are particularly useful for building and maintaining trust among the parties and credibility over time in relation to what is shared in the participatory processes. Ultimately, it is a matter of creating a *Monitoring Evaluation* model of the overall *Management Plan* and the specific Action Plan. This structure is based on the concepts of measurability, reliability, responsibility, transparency, and sharing with the stakeholders.

For the Action Plan this ongoing monitoring entails the following:

- ✓ data collection and continuous exchange of information (feasibility and measurability of the projects);
- ✓ a coordinated and shared participation and evaluation process (meetings with the stakeholders and the Steering Committee).

Therefore, it is essential to establish the operating procedures to be followed so that the *Site Manager* can acquire all the necessary documentation for monitoring the progress of the actions and for examining new project proposals.



2.3. THE MONITORING PROCESS OF THE MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE

Following the process of compiling the Second Cycle of the *Periodic Reporting* - Europe Region, carried out in 2013, the lack of an effective monitoring mechanism for European sites was revealed. Only half of the World Heritage properties in the European Region have comprehensive monitoring programmes with specific indicators for the management of the property needs. In fact, the implementation of the monitoring and definition of the indicators is a common difficulty for the World Heritage sites, especially those regarding large-sized properties such as historic centres.

In this context, it was decided to structure the monitoring of the *Management Plan* of the Historic Centre of Florence based on the ***Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention (15*)*** and on the ***Helsinki Action Plan for Europe (16*)***, identifying some of its actions as the general steering principles and useful tools for the implementation and for the future revision of the *Management Plan* of the Historic Centre of Florence. With this decision, it is our intention to contribute towards giving substance to the actions proposed by the two documents, and in particular, the following:

POLICY DOCUMENT FOR THE INTEGRATION OF A SUSTAINABLE DEVELOPMENT PERSPECTIVE INTO THE PROCESS OF THE WORLD HERITAGE CONVENTION:

- 1 Environmental Sustainability:** for protecting biological and cultural diversity and ecosystem services and benefits; strengthening resilience to natural hazards and climate change
- 2 Inclusive Social Development:** for contributing to inclusion and equity; enhancing the quality of life and well-being; respecting, protecting and promoting human rights; respecting, consulting and involving

15* Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention

On 19 November 2018, the 20th General Assembly of the States Parties to the *World Heritage Convention* adopted a policy on the implementation of Sustainable Development in the processes of the *World Heritage Convention*. The overall goal of this policy is to help States Parties, professionals, institutions, communities and networks to take advantage of the potential of the World Heritage sites in order to contribute to Sustainable Development. To this end, in implementing the Convention, States Parties should consider the dimensions of Sustainable Development: **1. Environmental Sustainability; 2. Inclusive Social Development; 3. Inclusive economic Development; 4. Fostering Peace and Security.** These goals reflect the concern for “planet, people, prosperity and peace”, identified as areas of critical importance in the 2030 UN Agenda for Sustainable Development.

<https://whc.unesco.org/document/139747>



16* Helsinki Action Plan for Europe

In order to respond to the priority needs expressed by the Second Cycle of the *Periodic Reporting*, an Action Plan for Europe, known as the *Helsinki Action Plan*, was developed by the *Focal Points* of the European Region and perfected by the World Heritage Centre with the contribution of experts and Advisory Bodies. Intended to be implemented by the end of the Third Cycle of the *Periodic Reporting*, the *Helsinki Action Plan* is a framework for the States Parties to be able to use and adapt to their own priorities and requirements. Individual States Parties are invited to use this Action Plan at all levels to improve the implementation of the 1972 Convention and guarantee better protection, management and promotion of the World Heritage in Europe. An Excel version of the *Helsinki Action Plan* is available online at the following link:

<http://whc.unesco.org/en/eur-na/>



indigenous peoples and local communities; achieving gender equality

- 3 **Inclusive Economic Development:** for ensuring growth, employment, income and livelihood; promoting economic investment and quality tourism; strengthening capacity-building, innovation and local entrepreneurship
- 4 **Fostering Peace and Security:** for ensuring conflict prevention; protecting the heritage during conflict; promoting conflict resolution; contributing to post-conflict recovery.

HELSINKI ACTION PLAN FOR EUROPE:

Action 9: Clearly identify attributes of OUV and include them as a key component of the management plan/system;

Action 13: Clarify and agree upon roles and responsibilities regarding the protection and conservation of the properties between national, regional and local authorities, involving the local communities;

Action 15: Identify monitoring indicators and establish a regular monitoring system (in particular, using the *Periodic Reporting* outcomes, the *State of Conservation* databases, as well as the existing tools on Risk Management and Sustainable Tourism, and the resource manuals on the management of cultural and natural properties of the World Heritage Centre);

Action 16: Present and interpret *Periodic Reporting* results and take appropriate management actions at national and site levels;

Action 17: Tailor to national and/or local needs existing World Heritage Centre technical guidance documents and Manuals on managing cultural and natural to the cultural and natural heritage;

Action 18: Before the Third Cycle of the *Periodic Reporting*, review and update the *Management Plans* to integrate the World Heritage mechanisms, or prepare them if they do not exist;

Action 19: Training *Site Managers* on *Heritage Impact Assessment* (HIA) and/or *Environmental Impact Assessment* (EIA);

Action 20: Promote the integration of HIAs into the EIAs European practice via the EU institutions (e.g. through the production of guidance manuals with technical support from the World Heritage Centre and the Advisory Bodies);

Action 21: Establish capacity-building system for *Site Managers*;

Action 22: Reinforce and/or create networks for *Site Managers* (national or thematic);

Action 23: Twinning/mentoring at a sub-regional, regional and/or interregional level;

Action 24: Research and knowledge exchange at a sub-regional and/or regional level on common threats to the OUV of properties (e.g. per type of property);

Action 25: States Parties to review and update the roles and responsibilities of *Site Managers* (Terms of Reference/Job Description) on the basis of general guidelines proposed by the World Heritage Centre and the Advisory bodies;

Action 26: Heritage practitioners and communities advocate to increase understanding of the key concepts and processes of the *World Heritage Convention* by the decision-makers at national and regional level;

Action 27: World Heritage professionals to identify and engage communities (identity mapping); and empower those communities through the formalisation of continuous processes in the management systems;

Action 28: Disseminate relevant and credible information on World Heritage;

Action 29: Prepare and distribute concise and understandable leaflets on Management Plans and systems;

Action 30: Educate and inform younger generations about the heritage, notably through: using the *World Heritage in Young Hands* kit; encouraging the organisation of *World Heritage Youth Forum*; enhancing the position of the heritage in national educational programmes; organising school projects and school days on World Heritage;

Action 34: Contribute content to the World Heritage Centre website (e.g. with good practice examples, illustrative materials, updated web links regarding properties, State Party reports on the *State of Conservation*, *Management Plans* etc.).

This list of actions represents of sort of trailblazer capable of steering and harmonising the guidelines and strategic directions for the Historic Centre of Florence with the other European World Heritage sites.

One of the actions of the *Helsinki Action Plan for Europe* is to define an effective and regular monitoring system in the World Heritage properties through the identification of indicators and by using the results of the *Periodic Reporting* (Action 15). The results of the *Periodic Reporting* and the revision of the *Statement of Outstanding Universal Value of the Historic Centre of Florence* have allowed for the identification of five **Criticalities** for the World Heritage site. These criticalities have been used as criteria for the selection and inclusion of strategic projects of the site in the Action Plan, and consequently also for their monitoring.

Each datasheet, referring to the project of the Action Plans that are monitored contain the following:

- 1 Criticalities identified by the *Periodic Reporting* and by the *Retrospective Statement of the OUV* to which the project refers (already present in the project plan of the Action Plan);



THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

GOAL 1: End poverty in all its forms everywhere

GOAL 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

GOAL 3: Ensure healthy lives and promote well-being for all at all ages

GOAL 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

GOAL 5: Achieve gender equality and empower all women and girls

GOAL 6: Ensure availability and sustainable management of water and sanitation for all

GOAL 7: Ensure access to affordable, reliable, sustainable and modern energy for all

GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

GOAL 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

GOAL 10: Reduce inequality within and among countries

GOAL 11: Make cities and human settlements inclusive, safe, resilient and sustainable

GOAL 12: Ensure sustainable consumption and production patterns

GOAL 13: Take urgent action to combat climate change and its impacts

GOAL 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

GOAL 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

GOAL 17: Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

- 2 *Strategic Objectives of the World Heritage Convention, the “5Cs” that the project complies with (already present in the project datasheet of the Action Plan):*
- 3 ***Sustainable Development Goals of the 2030 Agenda (17*)*** that the project seeks to achieve (new criterion included in the project datasheets of the projects monitored and not present in the *Management Plan 2016*).

In order to monitor the progress achieved in the implementation of the Action Plan, it was decided to perform a two-yearly monitoring exercise in the form of meetings with the actors (both public and private) of the projects selected within the *Management Plan*. The motivation that has triggered the establishing of a biennial monitoring exercise is linked to the complexity of organising effective data collection without excessively burdening the work of all the institutions and stakeholders involved.

The meetings, held from September to November 2017, saw the participation, not only of the promoters, but also of numerous other actors with central roles in the realisation of the projects and therefore in the strategic activities of the Action Plan.

During the meetings, for each action, the managers of the strategic projects were able to indicate whether the project is still in progress or not and whether there is the intention and the will to keep the project active. In this case, simple, specific and quantifiable questions were asked in order to follow the progress of the project and as a result, the implementation of the Action Plan over time.

During the meetings with the various stakeholders the following questions were asked:

- **Are the goals and indicators of the project in line with everything envisaged and included in the *Management Plan*?**
- **Have any new declinations, new goals or additional effectiveness indicators been included, or will they be added to the project?**
- **Are there any other projects to report that are in line with the general goals of the reference Macro Area?**

17* Sustainable Development Goals of the 2030 Agenda

On 25 September 2015, the United Nations approved the *Global Agenda* and relative 17 *Sustainable Development Goals (SDGs)*, broken down into 169 Targets to be achieved by 2030. The *Sustainable Development Goals* follow in the wake of the results of the *Millennium Development Goals* that preceded them, and they represent common goals on a series of issues that are important for development: the fight against poverty and inequality, the elimination of hunger and the fight against climate change, social and economic development. Said goals concern all countries and all individuals. The implementation of the *Agenda* calls for the commitment of every country, but also a strong involvement by all the components of society, from the companies to the public sector, from civil society to the philanthropic institutions, from universities and research centres to operators in the information and cultural sectors.

For more information:
<https://www.un.org/sustainabledevelopment/poverty/>



This process allows for:

- 1 Understanding the state of progress of the implementation of the Action Plan;
- 2 Understanding whether the projects selected during the drafting of the *Management Plan* can still be considered strategic after two years for the conservation and enhancement of the *Outstanding Universal Value* of the World Heritage site;
- 3 Establishing useful data collection for compiling the next *Periodic Reporting* – Third Cycle (2022) and identifying new strategic projects for the World Heritage site to be included in the future review of the *Management Plan*.

A table containing the following components for each project has been shared with all the contact people and partners in the strategic projects:

- Title of the project
- Goal (description of the project)
- *Mission* (element of the *Mission* the project responds to: KNOWING, LIVING, SAFEGUARDING)
- *Sustainable Development Goals* (Agenda 2030)
- *Strategic Objectives of the World Heritage Convention*, the “5Cs”
- Criticalities to which the project responds
- Responsibilities
- Expected results
- Activities
- Efficacy indicators
- Timeframe
- Timeline
- Budget (€)
- State of Implementation

This structure has been elaborated in order to follow the progress of the various actors and related projects and therefore the implementation of the Action Plan over time. After a careful analysis of national and international experiences, the document *Status of implementation of the Action Plan 2012 – 2017 for the Africa Region – updated 26 May 2016* (accessible on the website: <http://whc.unesco.org/document/133102>) has been taken as a reference model for the development of the monitoring table of the *Management Plan*.

The document is inherent to the application status of the Action Plan for the Africa area and, as far as it refers to an area differing from the one it belongs to, i.e. the European one, it is the only example available online and provided by the World Heritage Centre for the implementation of Action Plans on the topic of the *World Heritage*. The scheme is clear and effective; therefore, it has been adopted as an example to follow for structuring the action/project monitoring datasheets.

The compilation of the monitoring datasheet has been carried out jointly with the direct involvement of the various actors and representatives of the project. They were asked to fill in the form and provide specific information on the progress of the project and the results achieved.

The meetings with the stakeholders were useful not only for the monitoring, but also for maintaining the synergies developed during the drafting of the *Management Plan*, therefore considered as good opportunities for exchanging experiences and activities and reflecting on the progress made in implementing the priorities of the *Management Plan*.



2.4. THE PROJECTS MONITORED

Following is the list of the **33 projects monitored**, divided into the five Macro Areas, including **nine new projects**, identified and added during the monitoring phase.

MANAGEMENT OF THE TOURISM SYSTEM

- 1 TOURIST DESTINATION MONITORING CENTRE (OTD)
- 2 FLORENCE GREENWAY
- 3 STUDY OF THE LOAD CAPACITY OF THE HISTORIC CENTRE
- 4 THE PATH OF THE PRINCE
- 5 FIRENZECARD AND FIRENZECARD+

New projects identified and added during the monitoring phase:

- 6 DESTINATION FLORENCE
- 7 MOBILE ANALYTICS

CONSERVATION AND KNOWLEDGE OF THE MONUMENTAL HERITAGE

- 8 HECO (HEritage COlours)
- 9 APPLICATION OF THE BUFFER ZONE
- 10 NUOVI UFFIZI - WORKS OF ARCHITECTURAL AND STRUCTURAL RESTORATION, FUNCTIONAL ADAPTATION WITH THE INSTALLATION OF MECHANICAL, ELECTRICAL AND SPECIAL SYSTEMS
- 11 GRAPHITI KOMMANDO
- 12 FIRENZE PERBENE
- 13 FLORENCE I CARE
- 14 FLORENCE HERITAGE

New projects identified and added during the monitoring phase:

- 15 HERITAGE IMPACT ASSESSMENT (HIA)
- 16 TOWN PLANNING REGULATIONS
- 17 FLORENCE AND THE CULTURAL INHERITANCE OF ITS RELIGIOUS HERITAGE
- 18 HERITAGE FLORENCE DATA

TRANSPORT SYSTEM

- 19 BIKE SHARING 2.0 (changed to: BIKE SHARING)
- 20 Ele.C.Tra. (changed to: E-MOBILITY)
- 21 LINES 2 AND 3 OF THE NEW TRAMWAY

THE RIVER ARNO AND CLIMATE CHANGE

- 22 FLOOD RISK MANAGEMENT PLAN (PGRA)
- 23 GUARDA IN FACCIA L'ALLUVIONE (FACE UP TO THE FLOOD)
- 24 ARNO, UN FIUME PER AMICO (YOUR FRIEND THE RIVER ARNO)
- 25 PROVISIONAL PLAN FOR THE HYDRAULIC RISK (PSRI)
- 26 CIVIL DEFENCE OF THE MUNICIPAL MUSEUMS IN EMERGENCY

LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE

- 27 FIRENZE VIVIBILE (LIVEABLE FLORENCE) - New measures for the protection of the Economic Activities of the World Heritage Historic Centre (changed to: REGULATION OF HISTORIC AND TRADITIONAL COMMERCIAL ACTIVITIES)
- 28 FIRENZE VIVIBILE (LIVEABLE FLORENCE) - Regulations for the Decorum of the World Heritage Historic Centre (changed to: MEASURES FOR ENSURING THE PROTECTION AND DECORUM OF

THE CULTURAL HERITAGE OF THE HISTORIC CENTRE - "UNESCO REGULATION"

- 29 COMPLETION OF SOCIAL HOUSING IN THE FORMER MURATE COMPLEX
- 30 OLTRARNO PROJECT

New projects identified and added during the monitoring phase:

- 31 URBAN SIGNAGE
- 32 URBAN WASTE - Urban Strategies for Waste Management in Tourist Cities
- 33 ATLASWH - Heritage in the Atlantic Area: Sustainability of the Urban World Heritage Sites



2.5. The monitoring datasheets

- 2.5.1 MANAGEMENT OF THE TOURISM SYSTEM
- 2.5.2 CONSERVATION AND KNOWLEDGE OF THE MONUMENTAL HERITAGE
- 2.5.3 TRANSPORT SYSTEM
- 2.5.4 THE RIVER ARNO AND CLIMATE CHANGE
- 2.5.5 LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE



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2.5.1 MANAGEMENT OF THE TOURISM SYSTEM

1. PROJECT MONITORED

TOURIST DESTINATION MONITORING CENTRE (OTD)

RESPONSIBILITIES

- Municipality of Florence – Directorate for Economic Activities and Tourism
- Tourism Study Centre of Florence
- University of Florence

MISSION

KNOWING

TIMING

Long-term action

GOAL

The project aims to empower the local tourism networks, following the model proposed by *NECSTouR*, the network of European Regions for a Competitive and Sustainable Tourism, actively promoting appropriate consultation tools to ensure participatory processes related to the issues of sustainable tourism. The project intends to analyse, monitor and foster social dialogue between the City Council and sector operators in order to activate policies aimed at correct tourist destination development. The ten issues addressed in the project are: **1** impact of transport; **2** quality of life of residents and tourists; **3** quality of work; **4** expansion of the demand/supply ratio in relation to deseasonalisation; **5** protection of the cultural heritage; **6** protection of the environmental heritage; **7** protection of the destination identity; **8** reduction of the natural resources; **9** reduction of energy consumption; **10** reduction and management of waste.

SUSTAINABLE DEVELOPMENT GOALS (2030 AGENDA)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Development of an experimental model for monitoring of sustainable tourism in Tuscany that will contribute to the construction of a coordinated information platform among the European regions that subscribed to the "Agenda for Sustainable and Competitive European Tourism" in 2007. This later became the *NECSTouR*, network, aimed at improving the exchange of collaborative experiences between tourism and other related sectors
- 2) Creation of a system of sustainable tourism indicators
- 3) Establishing of an authentic permanent Monitoring Centre, in the form of an operational instrument at the service of the City Council and private operators, capable of evaluating and steering the territorial incoming tourism system, with particular focus on sustainability aspects and the capacity to compete on the tourism market
- 4) Structuring of an organisational model that can quickly redefine the procedures and methods in line with the changing market, the appearance of new phenomena, and the need to identify new sources of information capable of compensating the lack of data

ACTIVITIES

- ✓ Periodic monitoring and estimation of the monthly tourist flows in the city of Florence
- ✓ Monitoring of the expected trends of the tourism market
- ✓ Permanent Monitoring Centre on the studies and news regarding the tourism image of the city of Florence
- ✓ Periodic and ongoing updating of the *Florence Dashboard* platform

EFFICACY INDICATORS

- ✓ CREATION OF A MANAGEMENT PLAN OF THE INDICATORS RELATED TO THE REFERENCE THEMES 1/1
- ✓ PERIODIC UPDATING (MONTHLY) OF THE FLORENCE DASHBOARD PLATFORM
- ✓ NUMBER OF ADMINISTRATIONS INVOLVED

TIMELINE
TOURIST DESTINATION MONITORING CENTRE (OTD)

The project was started up in 2012, the year in which the commencement of the activities was formalised between the Municipality of Florence and the Tuscan Regional Authority.

2012

- Signing of the Memorandum of Understanding between the Municipality and the research body (Meeting with the Mayor, the Counsellor for Tourism, the administrative staff of the Municipality for defining the contents of the research and the financial agreement)
- Memorandum of Understanding between the Municipality of Florence and the stakeholders, formalised by means of a resolution of the manager of the sector
- Drawing up of documents to support the identification of the members of the steering panel and guidelines for their identification
- Drafting of the regulations of the operation of the Tourism Destination Monitoring Centre
- Model of the indicators related to the profile of the destination
- Model of the sustainability indicators
- Model of the specific indicators regarding the theme of urban parks
- Model of exploiting the new data sources, open data and linked data

2013

- Drafting of the Memorandum of Understanding between the Municipality and the stakeholders/partners in the Tourism Destination Monitoring Centre
 - Preparation of the self-candidature model for appointing the members of the steering panel
 - General guidelines for training members of the steering panel distinguishing between the members of the generalist panel and the members of the panel dedicated to the park theme
 - Drafting of the regulations of the operation of the Tourism Destination Monitoring Centre and the reference organisational model
 - Meetings with the steering panel of the three destinations, Florence, Scandicci and Campi Bisenzio (meeting in September 2013 with all the local actors for the presentation of the results achieved with the Tourism Destination Monitoring Centre project and the activities to be planned in the second phase of the Tourism Destination Monitoring Centre)
 - Collection of the material and information necessary for studying the tourism profile of the Cascine Park
 - Collection of the quantitative data regarding the tourist flows and the accommodation of Florence from 2000 Processing of a questionnaire administered by email to the stakeholders of the Cascine Park for obtaining their opinion about the strengths and weaknesses of the Park and identifying any possible actions and policies for favouring its tourism development. Subsequent analysis and representation of the results in a summary report
 - Processing of the *SWOT Analysis* for the Cascine Park and the strategic development plan
- More specifically, the activities in the field of social dialogue carried out in each municipality (Florence, Campi Bisenzio, Scandicci) included the following:**
- Collection of the material and information necessary for studying the tourism profile of the destinations: qualitative and quantitative information on tourist flows and accommodation in the period from 2000 to 2012 (+ first six months of 2013)
 - Processing of a questionnaire administered by email to the stakeholders of the Cascine Park for obtaining their opinion about the strengths and weaknesses of the Park and identifying any possible actions and policies for favouring its tourism development. Subsequent analysis and representation of the results in a summary report
 - Data analysis, processing of the *SWOT Analysis* and proposal of a strategic development plan at the destination level
 - Support in the identification of the municipal manager for the operation of the Tourism Destination Monitoring Centre
 - Support for the selection of the members to be included on the permanent technical panel
 - Drawing up of the final presentation concerning the results of the project and relative presentation to the local stakeholders
- Specific activities for the Municipality of Florence:**
- Study of the Cascine Park: Collection of the material and information to support the study of the tourism profile of the Cascine Park; interviews conducted with the park actors; report on the Cascine Park
 - Meetings with the stakeholders and the local administration

2014

- Setting up of an IT system
- Identification of the destination indicators
- Measuring of the performance of the territory
The indicators identified were divided into 10 broad categories: **1** transport, **2** quality of life of the residents, **3** quality of work, **4** expansion of the supply/demand ratio with respect to the seasonal adjustment goal, **5** active protection of the Cultural Heritage, **6** active protection of the environmental heritage, **7** active protection of the identities of the destinations, **8** decrease and optimisation of the use of natural resources with particular reference to water, **9** decrease and optimisation of energy consumption, **10** reduction and management of waste

2015

- Support for updating and expanding the data
- Support for updating the self-evaluation of the destination
- Support for updating the documents: Programming document of the Interventions for Sustainable Development (DPSS), Document for the Collection and Analysis of Knowledge (DRAC), Document for Measuring the Management Indicators (DMIG)
- Support for the animation of the Steering Committee
- Support for the social dialogue with the stakeholders and local operators

2016

- Definition of a research model, with systematisation of data on the *Dashboard* organised in collaboration with *Connectis*, aimed at measuring the real tourism phenomenon present in the Municipality of Florence

2017

- Estimates on a spot-check basis of official monthly tourist flows (from January to August 2017)
- Estimates on a spot-check basis of tourist flows related to Easter holidays and the summer quarter
- Analysis of occupancy rates resulting from several portals (*booking.com*) in periods of high tourist intensity (Easter, spring long-weekends, June 2 and August 15)
- Forecasting/final surveys of a sample of accommodations on the trend of tourist flows (Easter and Summer 2017)
- Periodic updating of the *Florence Dashboard* platform with data relating to:
 - Official arrivals and overnightstays
 - Spot-check estimates of the flows
 - Consistency of the accommodation offer
 - Occupation rates of number of beds
 - Percentage of occupation of hotel rooms, Revenue per available room (REVPAR) indicators and Average Daily Rate (ADR) (source: AICA)
 - Hotel Price Index (source: Trivago)
 - Number of permits issued for entry of tourist coaches into the city
 - Presences at the Tourist Information Offices of the city
 - Visitors to the Civil and State Museums
 - Number of passengers arriving at/departing from the Florence Airport
 - News published on the web regarding the positioning of Florence on the tourist markets

2018

2019

- Updating of the data of the *Florence Dashboard* platform during the first months of 2018
- Expansion of the estimates based on the sample of official monthly tourist flows to the 18 municipalities of the Florence Tourist Area and Florentine Area
- Based on new Regional Law no. 24 dated 18 May 2018 "Provisions concerning the tourism organisational system, incoming structures, tourist locations and professions. Amended by Regional Law 86/2016", approval and signing by the Area municipalities of the Convention for the associated management of the intra-municipal tourist reception and information function
- Definition of the Convention with *Toscana Promozione Turistica* and the operative agreement with the *Fondazione Sistema Toscana*
- Organisation and activation of the Tourism Destination Monitoring Centre
- Updating and presentation of the work on the economic impact of tourism in Florence, carried out together with the Chamber of Commerce of Florence

2020

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2021

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- Updating of the *Florence Dashboard*
- Drawing up of statistical datasheets on an annual basis

BUDGET

€ 145,000

€ 15,000

For the 2018 annuity including the analysis of the flows in the city of Florence and in the 18 municipalities in the sector.

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

With the new Regional Law no. 24 dated 18 May 2018 "Provisions on the organisational system of tourism, incoming structures, tourist locations and professions. A new concept has been inserted in the Amendments to Regional Law 86/2016": to stipulate the convention for the combined management of the tourist reception and information function (only one for each area) the participation of the majority of the entities included therein is required.

The obligations for the exercise of the combined tourist reception and information function are as follows: the definition of a convention with Toscana Promozione Turistica for promotional activities; the realisation of the connection with the regional computer platform (*Fondazione Sistema Toscana*) for the Web and Social actions; the comparison and measurement of tourism-related phenomena of tourist activities in the destination territories through the OTD (Tourism Destination Monitoring Centre) as a tool for social dialogue.

Some of the data of the official accommodation facilities related to the World Heritage Area, Historic Centre of Florence (data from 2017):

GROUPING	TOTAL STRUCTURES	TOTAL ROOMS	TOTAL BEDS
Hotels	298	9842	22314
Non-hotels	634	3548	8167
Non-professional	108	248	527
Guesthouses	384	1579	3122
Private holiday homes	17	305	567
Vacation homes	156	586	1428
Hostels	8	368	1231
Residences	12	284	647
Vintage residences	57	426	1172

GROUPING	TOTAL STRUCTURES	TOTAL ROOMS	TOTAL BEDS
1	32	309	646
2	61	867	1916
3	115	2882	6483
4	77	4855	10675
5	13	929	2594

- ✓ CREATION OF A MANAGEMENT PLAN OF THE INDICATORS RELATED TO THE REFERENCE THEMES 1/1: THE PROJECT REVEALED A TOTAL OF 30 INDICATORS IN 2014
- ✓ PERIODIC UPDATING (MONTHLY) OF THE FLORENCE DASHBOARD PLATFORM: THE DASHBOARD SHOWS THE DATA FROM 2014 TO 2017 AND THE FIRST MONTHS OF 2018
- ✓ NUMBER OF ADMINISTRATIONS INVOLVED: THE ADMINISTRATION CURRENTLY INVOLVED IN THE DASHBOARD IS THE MUNICIPALITY OF FLORENCE; WHILE THE 18 MUNICIPALITIES OF THE TOURIST AREA (FLORENCE AND THE FLORENTINE AREA) ARE INVOLVED IN THE MONTHLY MONITORING

2. PROJECT
MONITORED

FLORENCE GREENWAY

RESPONSIBILITIES

- Fondazione Parchi Monumentali Bardini e Peyron
- Heritage_CITYlab (joint laboratory of the UNESCO Office of the Municipality of Florence and the University of Florence)
- Municipality of Florence – Tourism Department, Directorate for Economic Activities and Tourism, Directorate of Culture and Sport, Department and Directorate of the Environment, UNESCO Office
- Fondazione CR Firenze
- Uffizi Gallery

MISSION

KNOWING – LIVING

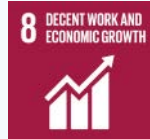
TIMING

Long-term action

GOAL

Conceived to create a 15-km tourist-cultural itinerary in the Oltrarno area of Florence within the UNESCO World Heritage site. The *Greenway* project is intended to complete the already existing route consisting of three separate itineraries passing through gardens that belong to different institutions: the Bardini Garden (Fondazione Cassa di Risparmio di Firenze), the Boboli Gardens (Uffizi Gallery), and the Bobolino Garden (Municipality of Florence) with a view to enhancing knowledge of this unique route winding through the hills of the Florentine Oltrarno district. The project begins with the drafting of a Masterplan of the *Greenway* which includes the Viale dei Colli, the ramps and the Bobolino garden. Furthermore, the Villa di Poggio Imperiale, part of the World Heritage site “Medici Villas and Gardens in Tuscany”, can be a central part of the itinerary. The project action is aimed at specific operations of maintenance and restoration, the creation of a specific signage system and the production of both paper and electronic information tools.

SUSTAINABLE
DEVELOPMENT
GOALS
(AGENDA 2030)



STRATEGIC
OBJECTIVES OF
THE WORLD
HERITAGE
CONVENTION (“5CS”)

CREDIBILITY	
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) To offer citizens and visitors a new itinerary that is an urban walk and at the same time, a journey through parks and gardens, a valid alternative to the traditional routes through the historic centre and the tourist concentrations along the classical Palazzo Vecchio-Palazzo Pitti museum itinerary as well as being a new offer that entails the tourist development of the Oltrarno district
- 2) To produce wayfinding signage

- ✓ To formalise, with a Memorandum of Understanding and integrated ticketing, an itinerary through the gardens belonging to various institutions: the Bardini Garden (Fondazione CR Firenze), the Boboli Gardens (Uffizi Gallery) and the Bobolino Garden (Municipality of Florence)
- ✓ To disseminate and promote the itinerary through technical meetings as well as presentation at trade fairs and communication on the internet sites of Firenze Turismo, *Destination Florence*, Villa Bardini, Uffizi Gallery etc.

- ✓ To establish signage indicating the itinerary
- ✓ To restore the constituent elements of the *Greenway*

✓ RESTORATION AND ENHANCEMENT OF THE CONSTITUENT ELEMENTS OF THE GREENWAY	✓ INTEGRATED TICKETS 2/2
✓ SIGNING OF THE MEMORANDUM OF UNDERSTANDING 1/1	✓ CREATION OF THE SIGNAGE PROJECT 1/1
	✓ PROMOTIONAL ACTIVITIES OF THE ITINERARY AND CREATION OF THE GREENWAY GUIDEBOOK 2/2

- 11 March 2011: UIA - *Union International des Architectes* Seminar on Viale dei Colli organised by Mariachiara Pozzana

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- Publication of the *Masterplan*
- 2014: *Cescot Course* on the restoration of historic gardens 170 hours (organised by Mariachiara Pozzana) – survey of the Boboli gardens

- Installation of 6 benches and 6 picnic tables inside the Garden of the Royal Stables of Porta Romana, funded by the Chamber of Commerce

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- 23 March 2016: Presentation of the *Masterplan* at Villa Bardi

- Conservation and rehabilitation of the Boboli Gardens by the Environmental Department (from 3 July 2017 to 14 August 2017): paths and internal areas, hedges and bushes. Particular attention was paid to the killing and eradication of weeds growing over the slopes. The interventions carried out: restoration of paths with stabiliser gravel and crushed stones on the surface for 9,630 square metres; cleaning and restoration of 2,100 square metres; pruning of hedges and bushes for 3,860 square metres; cleaning of bracings, wells and drains, sewage systems; restoration of the water cycle in the grotto fountain
- 31 October 2017: meeting with the actors of the *Greenway* and the Counsellor for Tourism
- 18 April 2017: presentation of the Greenway during the International Day for Monuments and Sites - "*Cultural Heritage & Sustainable Tourism*"
- 22- 25 May 2017: presentation of the project during the *UNESCO/ICOMOS Advisory Mission* in Florence

2017

- First development of the guidebook draft: Fondazione CR Firenze 2016/2017
- Signage: Identification and geo-referencing of the locations, development and translation into English of the historical description (as part of the project for the new signing in the City of Florence)
- Cleaning operations of the Garden of the Royal Stables of Porta Romana conducted by Alia

2018

- Cleaning operations of the Garden of the Royal Stables of Porta Romana conducted by Alia
- 14 March 2018: meeting between the UNESCO Office of the Municipality of Florence and Directorate for Tourism and the Administrative Coordination with the Uffizi Gallery
- Restoration of the ramps with funding by the Fondazione CR Firenze (July 2018)
- Strengthening of maintenance, increase of the vigilance and activity of education on decorum for the Garden of the Royal Stables and reactivation of the convention between the Municipality, the Uffizi Gallery and the State Property Department
- Agreement for the Enhancement of Forte of Belvedere
- Acquisition of the Forte by the Municipality at the end of 2018

2019

- Creation of a guidebook of the itinerary in printed form and accessible online, available in 4 languages (Italian, English, French and German) and which also incorporates the *EnjoyRespectFlorence* campaign, to be disseminated at trade fairs and on the websites of Firenze Turismo, Destination Florence, Villa Bardini, the Uffizi Gallery etc.
- Signing of the Memorandum of Understanding
- Installation of the signage

2020

2021

- Restoration of the elements of the itinerary
- Increase in services in the Oltrarno area
- Ongoing promotion of the guidebook

BUDGET

€ 10,000

Development of the guidebook

€ 1,600,000

Restoration of the ramps with funding by the Fondazione CR Firenze

€ 40,000

Restructuring and preservation operations in the Boboli Gardens

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

For the time being, the project has envisaged the creation of a guidebook draft of the itinerary by the Fondazione CR Firenze, the organisation of various informative meetings, and the presentation of the Greenway project by Architect Maria Chiara Pozzana. Despite the meetings organised among the various institutions, the signing of a Memorandum of Understanding is not currently among the priorities of the institutions involved. There is an integrated ticket between the Boboli Gardens and Villa Bardini, which does not include either Forte Belvedere or the Stefano Bardini Museum. Starting from 1 December 2017, the Bardini Gardens have been opened free of charge for residents in the Metropolitan City of Florence and the provinces of Arezzo and Grosseto. In

February 2018 the Enhancement Agreement for Forte Belvedere was signed which foresees its acquisition by the Municipality of Florence at the end of 2018 (as currently belonging to the State Property Department).

- ✓ **RESTORATION AND ENHANCEMENT OF THE CONSTITUENT ELEMENTS OF THE GREENWAY: BOBOLI GARDENS (2017)**
- ✓ **SIGNING OF THE MEMORANDUM OF UNDERSTANDING 0/1**
- ✓ **INTEGRATED TICKETS 1/2**
- ✓ **CREATION OF THE SIGNAGE PROJECT 0/1**
- ✓ **PROMOTIONAL ACTIVITIES OF THE ITINERARY AND CREATION OF THE GREENWAY GUIDEBOOK 1/2**

3. PROJECT MONITORED

STUDY ON THE LOAD CAPACITY OF THE HISTORIC CENTRE

RESPONSIBILITIES

- Municipality of Florence - UNESCO Office
- CIRT Inter-university Research Centre on Tourism (Universities of Florence, Pisa, Siena)
- DISEI Department of Economic and Business Sciences (University of Florence)
- Heritage_CITYlab (joint laboratory of the Municipality of Florence and the University of Florence)

MISSION

KNOWING

TIMING

Medium-term action

GOAL

The impact of mass tourism in the long term has been identified as a threat to the integrity of the World Heritage site, the Historic Centre of Florence. The continuous pressure of tourist flows could have negative social, cultural, economic and environmental consequences, therefore, it has been considered appropriate to carry out a study to understand how and when the tourist carrying capacity will be exceeded, that is, the anthropic point of saturation of the site beyond which its environmental, physical, economic, socio-cultural and quality characteristics and the visitor experience may be compromised. The project aims to define a set of indicators of the specific tourist carrying capacity for the Historic Centre of Florence: a strategic tool for local administrators capable of providing guidelines for monitoring and controlling the thresholds of attention with respect to which it will be possible to define tourism management policies oriented towards sustainability.

In addition to identifying the metric of the carrying capacity applicable to the Historic Centre of the city, the project aims to activate pilot tests to find alternative routes for decongesting the areas with the greatest tourist flow in the World Heritage site. In line with the models envisaged by UNESCO and the international best practices, in fact, area decongestion initiatives will be activated that allow for redistribution of flows away from the areas with high congestion to bordering areas with low concentrations of tourism, as well as decongesting initiatives of specific sites for the purpose of diluting flows over time. With a view to assessing the interventions that will be implemented in order to make the Florentine Historic Centre more sustainable, special emphasis will be paid to the strengthening of the adoption of responsible tourism behaviours. Referring to a target segment, the project will analyse the behaviour of tourists and excursionists visiting the Historic Centre and plan, in collaboration with the UNESCO Office of the Municipality and the Steering Committee, a Charter of the Tourists to the site, that is, a checklist that expresses the main standards issued by the *World Tourism Organisation (UNWTO)* and the Global Sustainable Tourism Council (GSTs) for the verification of ethical behaviour.

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Measurement of the state of "tourist pressure" and sensitivity of the pilot tests for relief of congestion
- 2) Assessment of the actions aimed at ensuring sustainability of the site, maintaining the balance between the assets on offer and the conservation of the non-renewable resources to ensure that they do not deteriorate

ACTIVITIES

- ✓ **PHASE 1 - Planning of the carrying capacity of the Historic Centre, World Heritage site**
 - Recognition of the resources/sites
 - Profiling of the tourists/visitors
 - Identification of the dimensions of the local development, subject of the measuring
 - Selection of a series of sustainability indicators
 - Defining of the sustainability thresholds
- ✓ **PHASE 2 - Territorial Information System**
 - Analysis of the territorial context
 - Design and implementation of the online Territorial Information System
 - Interpretation of the data relating to the virtual landscape
- ✓ **PHASE 3 - Solutions and strategies for decongesting the Historic Centre according to a shared approach in line with the Charter of obligations of tourists**
 - Strategic coordination of the Steering Committee of the World Heritage site
 - The Charter of obligations of tourists according to the UNWTO protocol
 - Decongestion tests

EFFICACY INDICATORS

- ✓ **NUMBER OF SITES/RESOURCES OF THE WORLD HERITAGE SITE WHERE THE PRESSURE MUST BE MEASURED**
- ✓ **NUMBER OF MEETINGS WITH THE OPERATORS FOR PERFORMING THE PILOT TESTS OF THE PROJECT**
- ✓ **NUMBER OF INDICATORS TO BE SELECTED FOR MEASURING THE SUSTAINABILITY DECLINED IN ALL ITS DIMENSIONS**
- ✓ **SELECTION OF THE DECONGESTION INITIATIVES**



2017

- Mapping of the sites and the resources in the Historic Centre
- Drawing up of the report of all the ETIS indicators and OTD indicators; initial selection of the indicators considered interesting for the purposes of the analysis; contact with the Municipality offices for an initial verification of the data collection; data collection; first recognition and identification of new indicators; reclassification of the indicators based on the sustainability dimensions
- Strategic coordination of the Steering Committee of the World Heritage site
- Study of alternative decongestion methods; identification of traceability actions; identification of communication initiatives

2018

2019

- Possible application of the study to other sites of interest
- Measuring; data analysis and identification of the sustainability thresholds; data survey and verification of any deviations
- Organisation of the focus groups; drawing up of a summary report of the topics addressed with the processing of a strategy grid for encouraging the improvement of the sustainability of the Historic Centre
- Study of alternative methods of decongestion; identification of traceability actions; identification of communication initiatives

2020

2021

- Dissemination of the results of the study
- Participation in conferences

BUDGET

€ 100,000

EFFICACY INDICATORS:

It must be noted that the project has just been commenced and therefore the activities are currently being implemented.

- ✓ 2 SITES/RESOURCES OF THE WORLD HERITAGE SITE WHERE THE PRESSURE MUST BE MEASURED
- ✓ 50 INDICATORS SELECTED FOR MEASURING THE SUSTAINABILITY DECLINED IN ALL ITS DIMENSIONS
- ✓ 2 MEETINGS WITH THE OPERATORS FOR PERFORMING THE PILOT TESTS OF THE PROJECT
- ✓ SELECTION OF THE DECONGESTION INITIATIVES: OPERA DEL DUOMO FOR THE DECONGESTION OF THE SITE; UFFIZI-BOBOLI-PITTI (*GREENWAY*) FOR DECONGESTION OF THE AREA

4. PROJECT MONITORED

THE PATH OF THE PRINCE

RESPONSIBILITIES

- Uffizi Gallery
- Municipality of Florence - UNESCO Office

GOAL

The working group has presented a proposed agreement for the enjoyment and enhancement of the secret route known as the "Path of the Prince". The itinerary links the three buildings that were of foremost importance during the sovereignty of Cosimo I, unwinding from Palazzo Vecchio, through the Uffizi Gallery and the Vasari Corridor, to the Pitti Palace and the Boboli Gardens. The reopening project, included in the 2006 Management Plan for the site, was temporarily experimented between 14 April and 30 June 2010.

MISSION

KNOWING - LIVING

TIMING

Medium-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) To allow visitors to enjoy a historical and artistic itinerary of the greatest interest
- 2) To confirm the desire for collaboration between the institutions and tourism operators within the territory

ACTIVITIES

- ✓ The project consists of the fruition and enhancement of the itinerary known as the *Path of the Prince* that winds through Palazzo Vecchio, the Uffizi Gallery, the Vasari Corridor, Palazzo Pitti and the Boboli Gardens. *The Path of the Prince* was opened to the public from 1997 until 2003 and then reopened in 2010. The initiative was promoted by the former Special Superintendency for the Historical, Artistic and Ethno-anthropological Heritage, by the *Polo Museale* of the city of Florence and by the Municipality of Florence - Musei Civici Fiorentini, in collaboration with *Firenze Musei*, following a series of enhancement agreements involving the Tuscan Regional Authority and the Regional Secretary for

Cultural Heritage and Landscape of Tuscany. Within the *Florence Heritage* project, a platform related to historical-artistic routes and itineraries in the Historic Centre, an itinerary has been developed on the *Path of the Prince*. For this reason, a special artbook has been created, currently downloadable at the following link: <http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Il-percorso-del-Principe.pdf>

- ✓ In addition, during the 2017/2018 school year, the *Uscio e Bottega* didactic activity was experimented, carried out by the Mus.E association in collaboration with the Uffizi Gallery and the Municipality of Florence

EFFICACY INDICATORS

- ✓ CREATION OF THE PATH OF THE PRINCE 1/1
- ✓ DEFINING OF A SYSTEM FOR VISITING THE VASARI CORRIDOR BY MAY 2019
- ✓ RENEWAL OF THE AGREEMENT BETWEEN THE UFFIZI GALLERY AND THE MUNICIPALITY OF FLORENCE FOR

OPENING THE OVERPASS BETWEEN PALAZZO VECCHIO AND THE UFFIZI 1/1

- ✓ NUMBER OF CLASSES EACH YEAR INVOLVED IN THE USCIO E BOTTEGA EDUCATIONAL ACTIVITY THAT CROSSES THROUGH THE OVERPASS BETWEEN PALAZZO VECCHIO AND THE UFFIZI

TIMELINE
THE PATH OF THE PRINCE

- 23 March 2016: Presentation of the *Masterplan* at Villa Bardinicqua

SINCE 1997

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- From 1997 to 2003 opening of the *Path of the Prince*
- From 14 April to 7 July 2010 the *Path of the Prince* was reopened
- In 2010: an average of 12 openings a month (Wednesdays, Thursdays, Fridays).

2018
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2019

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- Between November 2017 and May 2018 approximately 18 classes took part in the *Uscio e Bottega* activity
- Project for opening the overpass between Palazzo Vecchio and the Uffizi Gallery from 5 July 2017 until 14 January 2018
- The Path of the Prince is currently closed
- Renewal of the Agreement for the opening of the Palazzo Vecchio-Uffizi overpass between the Uffizi Gallery and the Municipality of Florence by 2018
- New fruition system of the Uffizi Gallery

2020
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2021

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- No activities scheduled

BUDGET

SELF-SUPPORTED PROJECT THANKS TO THE SALE OF TICKETS FOR THE VISITS

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

The project as it was conceived in the previous years, appears to be no longer feasible. In 2017 the didactic activity *Uscio e Bottega* was started up which allowed the primary school classes to take the overpass between Palazzo Vecchio and Uffizi. From 5 July 2017 to 14 January 2018 the overpass between Palazzo Vecchio and the Uffizi was opened. In 2019 a new system for visiting is planned for the Uffizi Gallery (Uffizi Gallery, Vasari Corridor, Palazzo Pitti and Boboli Gardens). Therefore, it is suggested that this project be included in the future review of the *Management Plan*.

- ✓ **CREATION OF THE PATH OF THE PRINCE 1/1: THE ITINERARY WAS CREATED AND OPEN TO THE PUBLIC FROM 1997 TO 2003 AND THEN AGAIN IN 2010. IT IS NOT CURRENTLY OPEN TO THE PUBLIC**
- ✓ **DEFINING OF A SYSTEM FOR VISITING THE VASARI CORRIDOR BY MAY 2019: CURRENTLY BEING DEFINED**
- ✓ **RENEWAL OF THE AGREEMENT BETWEEN THE UFFIZI GALLERY AND THE MUNICIPALITY OF FLORENCE FOR OPENING THE OVERPASS BETWEEN PALAZZO VECCHIO AND THE UFFIZI 0/1**
- ✓ **18 CLASSES INVOLVED IN THE USCIO E BOTTEGA EDUCATIONAL ACTIVITY THAT CROSSES THROUGH THE OVERPASS BETWEEN PALAZZO VECCHIO AND THE UFFIZI**

5. PROJECT MONITORED

FIRENZECARD AND FIRENZECARD+

RESPONSIBILITIES

- Municipality of Florence – Directorate of Culture and Sport, Directorate of Economic Activities and Tourism
- Linea Municipality S.p.A.
- Ministry for Cultural Heritage and Activities and Tourism
- Metropolitan City of Florence
- Chamber of Commerce of Florence

GOAL

FirenzeCard is the official pass for the museums of the city of Florence. The project was conceived to offer an integrated system of cultural services that permits the visit to 72 museums, cultural Monuments, villas and historic gardens, enjoying priority access. The card lasts for 72 hours from its first use and costs €85.00. It is valid for visits to all the permanent museum collections as well as exhibitions and all the other activities organised in the museums belonging to the circuit, offering priority access with no booking required. The *FirenzeCard+*, is an extra pass for transport services and products offered by the local economic operators.

MISSION

KNOWING – LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) The laying of the foundations of a city museum system which, having overcome the difficulties posed by the different ownership of the Florentine museums, can succeed in achieving a unified identity
- 2) Start-up of a redistribution of tourist flows by directing visitors to less crowded museums
- 3) The providing of Florentine museums with tools that put it on a par with the other great European cities of art

ACTIVITIES

- ✓ Promotion of the *FirenzeCard* as the official museum pass of the City of Florence
- ✓ Promotion of the *FirenzeCard+* as the additional pass that allows for free use of city transport and other commercial offers
- ✓ Analysis of the data relating to the Card
- ✓ Updating of the *FirenzeCard* to the technological developments in the IT field
- ✓ Creation of thematic itineraries increasingly more able to meet the needs of visitors

EFFICACY INDICATORS

- ✓ NUMBER OF MUSEUMS PRESENT IN THE FIRENZECARD CIRCUIT/ NUMBER OF MUSEUMS IN THE METROPOLITAN CITY
- ✓ NUMBER OF FIRENZECARDS SOLD
- ✓ NUMBER OF ENTRANCES WITH THE FIRENZECARD PER ANNUM
- ✓ NUMBER OF FIRENZECARD+ SOLD
- ✓ NUMBER OF NEW FIRENZECARD+ PARTNERSHIPS

SINCE 2011



- Number of museums in the circuit:
2011 – 2012: 33
2013 – 2014: 59
2015: 67
- Number of *FirenzeCards* sold:
2011: 24,152
2012: 63,028
2013: 89,077
2014: 84,530
2015: 102,186
- Number of entrances with the *FirenzeCard*:
2011: 160,409
2012: 364,319
2013: 701,088
2014: 657,524
2015: 738,565

- Number of museums in the circuit:
2016 - 2017: 72
- Number of *FirenzeCards* sold:
2016: 107,040
2017: 121,758
- Number of entries with the *FirenzeCard*:
2016: 788,755
2017: 887,297
- Number of *FirenzeCards*+ sold:
2016: 10,235
2017: 12,098
- Number of *FirenzeCard*+ partnerships:
2016: 7
2017: 19

- New website
- Improvement of the E-commerce
- App that has made the FirenzeCard and FirenzeCard+ digital, a service that has been in operation since 2 May 2018
- Rise in cost of the Card: from €72 to €85 (since June 2018)

- Increase in validity from 3 to 5 days. The time extension will have an additional cost.

€ 1.200.000

Development and management costs

EFFICACY INDICATORS:

The *FirenzeCard* project has been active since 2011, while the *FirenzeCard+*, since 2015/2016. The *FirenzeCard* has achieved great success and in the future will be subjected to new setups such as the possible increase in the time duration. Some criticalities related to changes in entry fees may occur in several museums in the circuit.

- ✓ 72 MUSEUMS PRESENT IN THE FIRENZECARD CIRCUIT/134 MUSEUMS IN THE METROPOLITAN CITY
- ✓ 121,758 FIRENZECARDS SOLD
- ✓ 887,297 ADMISSIONS WITH FIRENZECARD PER ANNUM
- ✓ 12,098 FIRENZECARD+ SOLD
- ✓ 11 NEW FIRENZECARD+ PARTNERSHIPS COMPARED TO 2016

6. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

DESTINATION FLORENCE

RESPONSIBILITIES

- Florence Convention & Visitors Bureau
- Municipality of Florence – Directorate of Economic Activities and Tourism

GOAL

The *Destination Florence* project, implemented by the *Firenze Convention & Visitors Bureau* in partnership with the Municipality of Florence, is a project dedicated entirely to leisure tourism, namely the governance of operators and tourist flows, the promotion of the destination Florence as a destination for quality tourism, and the sale of tourism services.

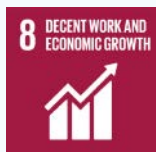
MISSION

KNOWING – LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	
COMMUNICATION	•
COMMUNITIES	

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) An increase in the average stay thanks to a detailed offer that also makes places attractive that are currently out of reach of tourists due to lack of information, including the Florentine Metropolitan Area
- 2) The intercepting of tourists coming from emerging countries
- 3) Expansion and diversification of the offer via the promotion of quality and lesser known tourist products, especially those museums that fail to reach the tour operators who promote the destination. For this reason, museums of extraordinary beauty today achieve an insufficient performance. In particular, thanks to the project, space will also be given to the Metropolitan Area and to all the territories that will be directly promoted by the platform
- 4) The creation of an official portal of the destination Florence, understood in the broader sense as the Metropolitan Area, which enhances the culture, monuments, locations for events and more generally, the services of the city, making them usable in a simple, efficient and effective way

ACTIVITIES

- ✓ The main activities that will be carried out are of a digital nature, meaning that intensive web marketing and positioning activities will be performed together with a strong promotion on the social channels
- ✓ Various business-to-business (b2b) promotional activities are also planned on foreign markets

EFFICACY INDICATORS

- ✓ NUMBER OF MEETINGS WITH THE OPERATORS IN THE SECTOR AND ALL PUBLIC AND PRIVATE SUBJECTS WHO TAKE PART IN THE PLATFORM, BOTH AS "MERCHANTS" AND PARTNERS
- ✓ NUMBER OF HOTELS PRESENT ON THE PLATFORM = AT LEAST 60
- ✓ NUMBER OF TOUR OPERATORS AND TOURIST PACKAGES PROPOSED = AT LEAST 9 WITH 10 PACKAGES

TIMELINE
DESTINATION
FLORENCE

2016
-
2017

≡

- The activities carried out in these two years have been preparatory to the creation of the platform. There has been an increase in the number of members associated with the "leisure" tourism world and the closure of commercial agreements with the subjects involved in the sale of services and products.

2018
-
2019

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- 2018 will be the year of the real launching of the platform, the year during which the products on sale will be continuously implemented and the web marketing activities strengthened. It is estimated that a total of 2000 visitors will be reached each day. During 2018 and 2019 numerous b2b promotional activities will be undertaken, hosting important promotional events in the territory that will allow for showing the destination to qualified buyers. During 2018 attempts will be made to acquire an artificial intelligence system that allows for sending suggestions and notifications to visitors in the city in order to steer them in their choices and visits to those less visited sites. 2019 will also be the year of the *Welcome Chinese* certification that will open the doors of the Chinese market. The platform will be translated into at least 6 languages.

2020
-
2021

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- Continuous implementation of products and technologies related to online sales through the platform
- Opening of new markets through b2b promotional actions

BUDGET

€ 130,000 ca.

Construction of the platform

€ 150,000

Annual investments in web marketing activities; through sponsorships and fundraising activities, web marketing investments will continue to increase significantly

**STATE OF
IMPLEMENTATION**

EFFICACY INDICATORS:

The platform has been online since 31 July 2017 with a beta version dedicated only to tourist information; from 30 November 2017 the platform has been online with a product cart.

- ✓ **10 MEETINGS WITH THE OPERATORS IN THE SECTOR AND ALL PUBLIC AND PRIVATE SUBJECTS THAT TAKE PART IN THE PLATFORM, BOTH AS "MERCHANTS" AND PARTNERS**
- ✓ **57 HOTELS PRESENT ON THE PLATFORM**
- ✓ **9 TOUR OPERATORS AND 144 TOURS**

7. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

MOBILE ANALYTICS

RESPONSIBILITIES

- Municipality of Florence – Directorate of IT systems, Directorate General for the Statistics and Toponymy Service

GOAL

The project consists of the acquisition of data deriving from the telephone traffic of two of the main telephone operators in Italy, in order to integrate the information already available on tourism and on the use of the city by the city users. This is an absolute novelty since similar experiences are not known at a municipal level, but only a few of them at a wider territorial level.

MISSION

KNOWING – LIVING

TIMING

Medium-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	•
CONSERVATION	
CAPACITY BUILDING	
COMMUNICATION	
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Analysis of Florence entry flows, using profiles identified to estimate unregistered presences which are not identified by other administrative sources and/or statistics
- 2) Analysis of the flows on occasion of major events that have an impact on the city

ACTIVITIES

- ✓ Verification of the quality of the data received
- ✓ Comparison with suppliers and requests for integration
- ✓ Initial data analysis
- ✓ Dissemination of the analysis results

EFFICACY INDICATORS

- ✓ **PRELIMINARY ANALYSIS BY 30/09/2017**
- ✓ **FINAL ANALYSIS BY 31/12/2017**

**TIMELINE
MOBILE ANALYTICS**

2016

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- Acquisition of the data

2017

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- First analyses and dissemination of the first data elaborations
- Dissemination of the initial data within the context of the Wired Next Festival (29 September – 1 October 2017)
- Data elaborations to support the administrative and programming activities of the Municipality

2018

2019

...

2020

2021

...

BUDGET

- Dissemination of the second part of the analysis data at the Sala d'Arme of Palazzo Vecchio (25 May 2018)
- Display and presentation of a poster on the result of the analysis during the National Statistics Conference in Rome (4 July 2018)
- Evaluation of an additional purchase of telephone data

- No further activities are currently programmed for the years 2020/2021

€ 75,000

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

- ✓ PRELIMINARY ANALYSIS BY 30/09/2017: THE PRELIMINARY ANALYSIS WAS CARRIED OUT WITH THE INITIAL DISSEMINATION OF THE DATA
- ✓ FINAL ANALYSIS BY 31/12/2017: THE FINAL ANALYSIS AND THE DRAFTING OF THE REPORT WERE CARRIED OUT IN MAY 2018

Following are some of the results of the two analyses carried out.

Analysis 1 from May 2016 to 30 September 2016:

- In one day, an average of 137,711 "Florentines" were in the centre of Florence
- From Monday to Friday of the first week of May (non-summer working week) 164,070 "Florentines" were in the Centre of Florence
- **46% of the residents go into the Centre of Florence**
- In one day, an average of 33,621 statistical residents (6 hours) are in the Centre of Florence
- The registered inhabitants of the Centre of Florence are 18,612, that is, + 80% of the official statistics
- Tourists are 170 different nationalities (out of 194). The first five most present nations are: United States 7,831, France 6,158, United Kingdom 3,025, Germany 2,523, China 2,271
- The total number of 14.9 million overnight stays also includes those who do not stay in accommodation facilities (traditional and non-traditional tourist rentals do not have to give statistics), but instead with friends/relatives/acquaintances
- 3.6 million people visit Florence without staying overnight: 0.3 million are cruise passengers (source: Irpet); 1.5 million are tourist buses (source: SAS). If the Tuscans were also counted, the number would rise from 18.5 million to 20.2 million

Analysis of April-September 2017:

- The average presence in Florence in the period April - September 2017 is over half a million people a day
- On a typical September day, at 4.00 pm, over 600 thousand people are present in the city. The domiciled are more than half of those present. At night on the same day (at 3.00 am), the registered domiciled persons are in line with the personal residents (377,766) and represent over 70% of those present. The average daily presence of foreign visitors between 25 September and 1 October 2017 is equal to 88 thousand people
- The foreign visitors in the World Heritage area are 75% of the total

2.5.2 CONSERVATION AND KNOWLEDGE OF THE MONUMENTAL HERITAGE

8. PROJECT MONITORED

HECO (HERITAGE COLOURS)

RESPONSIBILITIES

- Municipality of Florence – UNESCO Office
- *Heritage_CITYlab* (joint laboratory of the Municipality of Florence and the University of Florence)

GOAL

HECO – financed by the MiBACT funds as per Law 77/2006 “*Special measures of protection and use of the Italian sites of cultural, scenic and environmental interest, inserted in the List of World Heritage, placed under the protection of UNESCO*” – is an integrated system of open data of the architecture of the Historic Centre, based on the recognition of the chromatic language of the architecture which aims to develop guidelines and address applications for use in urban prevention and maintenance. The project is useful in a number of fields. In the sphere of programmed maintenance and prevention, the monitoring of operations carried out on the architectural heritage makes it possible to plan future controls and operations, setting alerts when the maximum time between one monitoring and the following one has expired. In the framework of management of the art city it is possible to know the economic requirements for the actions of maintenance and renovation of the facades of the buildings. In the area of planning, it is possible to know and visualise the priorities of action for a conscientious programming of the maintenance actions. In the sphere of urban decor, the survey of the colours of the bases, cornices and basements enables the definition of appropriate methods for the conservation and enhancement of the building facades, with identification of the chromatic matrices, the colour palettes and the material prototypes.

MISSION

SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION (“5CS”)

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) The cataloguing of the listed buildings (pursuant to Law 1089/39) of the Historic Centre using an Open Data system on a geo-referenced GIS base
- 2) Monitoring of the *State of Conservation* of the public and private buildings, the historical gardens, the pavements of the streets and squares, indicating the aspects of deterioration, the priorities, the criticalities and the methods of execution for a programmed management of the operations
- 3) Enhancement of the Heritage Colours as an expression of the architectural and urban identity of the city
- 4) The drawing up of strategic guidelines for the performance of operations of prevention, maintenance and conservation of the architectural features of the historic Florentine building stock and the open spaces which specifically distinguish this particular UNESCO World Heritage site

ACTIVITIES

- ✓ **Action 0**
Implementation of the Agreement and approval of the same by the partners for Partnership Agreement between the UNESCO Office of the Municipality of Florence and the University of Florence, Department of Architecture (DIDA)
- ✓ **Action 1**
Critical analysis of the knowledge of the monumental heritage subject to protection (pursuant to Legislative Decree 42/2004)
- ✓ **Action 2**
Critical analysis of the existing information repertoires regarding the entire Historic Centre of Florence
- ✓ **Action 3**
Archaeometry referring to the decorated and painted surfaces of the Florentine Architecture
- ✓ **Action 4**
Implementation of instrumental technologies and application methods in the processes for the conservation of the façades
- ✓ **Action 5**
Presentation and dissemination of the results

EFFICACY INDICATORS

- ✓ **BUILDINGS OF SPECIAL HISTORIC AND ARTISTIC VALUE IDENTIFIED AND MONITORED, THE FAÇADES OF WHICH MAKE UP THE URBAN LANDSCAPE (ESTIMATE)**
- ✓ **ARCHITECTURAL COMPLEXES WITH HISTORIC PARKS AND GARDENS IDENTIFIED AND MONITORED**
- ✓ **FAÇADES ON WHICH THE CHROMATIC MONITORING HAS BEEN CARRIED OUT**
- ✓ **DRAWING UP OF GUIDELINES FOR THE IMPLEMENTATION OF PREVENTION, MAINTENANCE AND CONSERVATION INTERVENTIONS 1/1**

TIMELINE HECO (HERITAGE COLOURS)

SINCE 2014

- Survey, cataloguing, identification of the criticalities and intervention priorities

Buildings:

257 total
206 listed
51 not listed
Of which façades:
371 total
307 façades of listed buildings
64 façades of buildings not listed

Survey, cataloguing, identification of the criticalities and interventions priorities:

14 Complexes
22 Buildings
23 Gardens
36 prestigious appurtenant artefacts (ex: greenhouses, outbuildings, kaffeehaus, etc.)

Façades with chromatic monitoring (chromatic quality, visible alteration):

336 Façades
291 Façades of listed buildings
45 Façades of buildings not listed

Colours detected:

276 background colours
130 base colours
202 frame colours

Historical buildings:

Identification of the level of the intervention priorities
Indications of the targeted interventions per building type and architectural feature
Identification of the colour palettes typifying the different areas of the Historic Centre of Florence
Identification of the compliance and visible alterations compared to the architectural features and reference colour palettes
Indications of adequate chromatic choices for the palettes and architectural features

Complexes and gardens: *omissis*

2016

2017

- Schedographic apparatuses of buildings, façade units and reports. Datasheets (Nodules: "registry", "analytical", "dimensional data", "State of Conservation", "colour") of 226 complete buildings, of which 196 listed (22% of the total of the World Heritage site), divided into 311 complete façade units, including 278 belonging to listed buildings
- Database (data entered and geo-referenced)
- Thematic maps of analysis and summarised information
- Presentation and dissemination of the results: presentation of the project during the *UNESCO/ICOMOS Advisory Mission* in Florence (May 2017); publication of the book "Progetto HECO (Heritage Colors) Metodologie Analisi Sintesi Apparati Valutazione d'impatto sul sito Patrimonio Mondiale Centro Storico di Firenze" (HECO Project (Heritage Colours) Methods Analyses Summaries Apparatuses Impact Evaluation on the World Heritage site of the Historic Centre of Florence)

2018

2019

- Presentation and dissemination of the results: presentation of the project at the Architecture Department of the University of Florence (28 March 2018)
- The intention is to continue research on the buildings of architectural, historical and artistic interest in the areas of the Historic Centre of Florence not yet monitored

2020

-

2021

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- Continuation of the work, extending it to the areas of the Historic Centre of Florence not yet monitored

BUDGET

€ 130,000

(for the study up until 2017 and relating to the sample area of Oltrarno and several buildings in other areas of the Historic Centre). Additional funds are necessary for extending the research to the areas of the World Heritage site not yet monitored.

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

The research took place on a large number of buildings (about 20% of listed architectural properties), variously distributed in the Historic Centre and with the selection of some Homogeneous Urban Areas (AUO) in the Oltrarno area: Pitti, Bardi, Forte Belvedere, S. Frediano, S. Spirito, S. Niccolò, Serragli Torrigiani and in particular, the buildings in Via Maggio. Through an accurate scheduling analysis, documented with graphs, photographic repertoires and architectural survey, in this way, the evaluation criteria were developed, capable of providing indices and parameters to guide the most appropriate interventions strategies for the management of the World Heritage site.

- ✓ 950 BUILDINGS OF SPECIAL HISTORIC AND ARTISTIC VALUE IDENTIFIED AND MONITORED (887 LISTED AND 63 NOT LISTED), OF WHICH 1400 FAÇADES THAT MAKE UP THE URBAN LANDSCAPE (ESTIMATE)
- ✓ ARCHITECTURAL COMPLEXES WITH HISTORIC PARKS AND GARDENS IDENTIFIED AND MONITORED: 14 COMPLEXES; 22 BUILDINGS; 23 GARDENS; 36 PRESTIGIOUS APPURTENANT ARTEFACTS (E.G.: GREENHOUSES, OUTBUILDINGS, KAFFEEHAUS, ETC.)
- ✓ 336 FAÇADES ON WHICH THE CHROMATIC MONITORING HAS BEEN CARRIED OUT (291 FAÇADES OF LISTED BUILDINGS; 45 FAÇADES OF BUILDINGS NOT LISTED)
- ✓ DRAWING UP OF GUIDELINES FOR THE IMPLEMENTATION OF PREVENTION, MAINTENANCE AND CONSERVATION INTERVENTIONS 1/1

9. PROJECT
MONITORED

APPLICATION
OF BUFFER ZONE

RESPONSIBILITIES

- Municipality of Florence – UNESCO Office and Town-planning Office
- Heritage_CITYlab (joint laboratory of the Municipality of Florence and the University of Florence)

GOAL

The creation of a "Buffer Zone" for the World Heritage site, Historic Centre of Florence, is intended to implement effective protection measures for the Historic Urban Landscape, as defined by UNESCO in the *Memorandum of Vienna*. The identification of the *Buffer Zone* for the site was made by processing the data originating from the survey and from the indexing of the relevant views and vista points and by superimposition of different levels of protection (areas with landscape restraints, listed buildings, areas of archaeological interest, parks, green areas of particular importance, minor historic centres, rivers etc.). The *Buffer Zone* was approved by the World Heritage Committee on 6 July 2015: the eighteen vista points and the respective visual axes have been included among the "protections" in the revision of the *Structural Plan* approved by the Municipality of Florence on 31.12.2014.

MISSION

SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE
DEVELOPMENT
GOALS
(AGENDA 2030)



STRATEGIC
OBJECTIVES OF
THE WORLD
HERITAGE
CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Approval of the resolutions acknowledging the *Buffer Zone* passed by the 4 Municipalities (Municipality of Florence, Municipality of Sesto Fiorentino, Municipality of Fiesole and Municipality of Bagno a Ripoli)
- 2) Achievement of the monitoring variation to the *Buffer Zone* by at least 2 Municipalities out of 4

ACTIVITIES

- ✓ The adoption and inclusion of the Belvedere points by the 4 Municipalities - Municipality of Florence, Municipality of Sesto Fiorentino, Municipality of Fiesole and Municipality of Bagno a Ripoli - in their own *Structural Plans and Town Planning Regulations*
- ✓ To ensure that the transformation interventions that have an impact on the skyline are subjected to a control of the correct insertion, using as a reference the Belvedere points identified in the *Structural Plan*
- ✓ Dissemination of the results of the project via conventions and meetings

EFFICACY
INDICATORS

- ✓ ADOPTION AND INCLUSION OF THE BELVEDERE POINTS BY THE 4/4 MUNICIPALITIES IN THEIR OWN *STRUCTURAL PLANS AND TOWN PLANNING REGULATIONS*
- ✓ ANNUAL NUMBER OF PROJECTS RECEIVED BY THE TOWN-PLANNING OFFICE OF THE MUNICIPALITY OF FLORENCE AND SUBJECTED TO VERIFICATION OF THE IMPACT ON THE URBAN SKYLINE COMPARED TO THE "BELVEDERE POINTS" FOR THE MANAGEMENT OF THE *BUFFER ZONE*
- ✓ NUMBER/18 BELVEDERE POINTS INCLUDED IN THE *STRUCTURAL PLANS AND TOWN PLANNING REGULATIONS*
- ✓ NUMBER OF ENTITIES/INSTITUTIONS INVOLVED

TIMELINE
APPLICATION
OF BUFFER ZONE

SINCE 2011

- Preparatory study; *Buffer Zone* research; Identification of a *Buffer Zone* for the World Heritage site Historic of the Centre of Florence:
2011-2012-2013-2014: Survey of the Belvedere points and the principal panoramic itineraries around the Historic Centre; management and reprocessing of the GIS data; 2D cartographic production
2011-2012: Graphic reprocessing and bibliographic research
2013-2014: Selection of images and review of the texts for publication; photograph of the landscape
- Approval of the *Buffer Zone* by the World Heritage Committee:
2015: Approval of the *Buffer Zone* by the World Heritage Committee on 6 July 2015, on occasion of the 39th session (Bonn, 2015), with Decision 39 COM 8B.441
- Conventions participated in with the presentation of the *Buffer Zone* model and Belvedere points:
25 November 2010, Rome, *Sixth National Conference of Italian Sites, inscribed in the UNESCO World Heritage List*
- 10 March 2011, Florence, Lecture at the Specialisation School of Architectural and Landscape Assets of the University of Florence
- 18 April 2012, Florence, *International ICOMOS Day, World Heritage and Sustainable Development: the role of local communities*
- 19-21 September 2012, Florence, *The International Protection of Landscapes, A global assessment on the occasion of the 40th Anniversary of the World Heritage Convention and to promote the UNESCO International Traditional Knowledge Institute (ITKI)*
- 15 March 2013, Florence, *15th International Round Table of the Experts of the Foundation Romualdo of the Bianco Life Beyond Tourism "Heritage and Contemporary Culture in the service of intercultural dialogue and territorial development"*
- 12 April 2013, Video-Conference with the Ukraine Minister and the Municipality of Kiev
- 13 June 2013, Naples, National ICOMOS Convention, *Cognitive process and development of innovative investigations for the conservation and restoration project*
- 13 November 2014, Florence, *18th ICOMOS General Assembly 2014 Symposium: Heritage and Landscape as Human Values – Speakers and Speeches*
- 2 May 2017, Florence, *UNESCO/ICOMOS Advisory Mission in Florence*
- Inclusion of the eighteen Belvedere points and the related visual axes within the "protection" of the *Structural Plan*, approved by the Municipality of Florence on 31.12.2014
- The *Town Planning Regulations* of the Municipality of Florence (approved on 02.04.2015) foresee that outside of the Historic Centre of Florence "the transformation interventions that affect the existing skyline must be subjected to controls of correct insertion, taking as a reference the Belvedere points identified in the *Structural Plan*"

2016

2017

- Presentation of the *Buffer Zone* and the 18 Belvedere points during the *UNESCO/ICOMOS Advisory Mission* (May 2017)

2018

2019

- Presentation, at the four Municipalities, of the *Buffer Zone* and of the results achieved by the same
- Dissemination meetings (e.g. care of the Architects Association); meeting with the Directorate General of the Municipality of Florence
- Development of an application model of the impact of the *Buffer Zone* together with the *Heritage_CITYlab* laboratory and the Town-planning Office

- 2020 - 2021
- Monitoring and development of the application model of the impact of the *Buffer Zone*

BUDGET € 100,000

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

Currently, the impact test by the Town-planning Office of the Municipality of Florence has not been applied, since almost all the interventions concern the recovery of the existing building heritage.

- ✓ ADOPTION AND INCLUSION OF THE BELVEDERE POINTS BY 1/4 MUNICIPALITIES IN THEIR OWN STRUCTURAL PLANS AND TOWN PLANNING REGULATIONS (MUNICIPALITY OF FLORENCE)
- ✓ 2/18 OF THE BELVEDERE POINTS INCLUDED IN THE STRUCTURAL PLANS AND TOWN PLANNING REGULATIONS
- ✓ 9 ENTITIES/INSTITUTIONS INVOLVED (MUNICIPALITY OF FLORENCE, UNIVERSITY OF FLORENCE, UNESCO ITALIAN WORLD HERITAGE ASSOCIATION, ICOMOS ITALIA, WORLD HERITAGE CENTRE, ICOMOS INTERNATIONAL, FONDAZIONE ROMUALDO DEL BIANCO, SUPERINTENDENCE OF ARCHAEOLOGY, FINE ARTS AND LANDSCAPE, ARCHITECTS ASSOCIATION)
- ✓ 0 ANNUAL NUMBER OF PROJECTS RECEIVED BY THE TOWN-PLANNING OFFICE OF THE MUNICIPALITY OF FLORENCE AND SUBJECTED TO VERIFICATION OF THE IMPACT ON THE URBAN SKYLINE COMPARED TO THE "BELVEDERE POINTS" FOR THE MANAGEMENT OF THE BUFFER ZONE

10. PROJECT MONITORED

NUOVI UFFIZI – WORKS OF ARCHITECTURAL AND STRUCTURAL RESTORATION, FUNCTIONAL ADAPTATION WITH THE INSTALLATION OF MECHANICAL, ELECTRICAL AND SPECIAL SYSTEMS

RESPONSIBILITIES

- MiBACT – Superintendence of Archaeology, Fine Arts and the Landscape for the metropolitan city of Florence and the provinces of Pistoia and Prato
- Uffizi Gallery

GOAL

The operation is aimed at: the reorganisation of the spaces and the functions of the entire museum complex; the retrieval of areas previously utilised by the State Archives through operations of restoration and functional and system adaptation; the extension of the exhibition areas and the number of works on display, even for temporary exhibitions; the improvement of the respective visit itineraries, layouts and equipment (repositories, workshops); the updating of the educational apparatus; the expansion of services for the public, in terms of both reception services (reception, cloakroom, cafeteria, bookshop), and of teaching and training (educational services, auditorium). The *Nuovi Uffizi* project was included in the 2007 monitoring of the first *Management Plan*.

MISSION

SAFEGUARDING

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	
COMMUNICATION	
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) The adapting of the entire monumental complex of the Uffizi for use as a museum in line with the most cutting-edge technical-scientific criteria and the current standards of museum functioning and development
- 2) The improvement of the conditions of public fruition of the Uffizi Gallery and its attraction within the sphere of cultural tourism

ACTIVITIES

- ✓ Recovery and enhancement of unused spaces and adaptation of those already intended for museum use through architectural and structural restoration interventions
- ✓ Functional and installation adaptation in order to increase exhibition spaces, spaces for accessory museum services and spaces for reception services

EFFICACY INDICATORS

- ✓ PERCENTAGE RATIO BETWEEN THE SURFACES CREATED AND THE PROJECT SURFACES (STATE OF PROGRESS)
- ✓ CREATION OF NEW ACCESSORY MUSEUM SERVICES = 100%
- ✓ UPGRADING OF THE EXHIBITION SPACES = 100%

SINCE 2006

- 2016

- 2017

- 2018

- 2020

- Exhibition areas – first floor of the east wing (enfilade and northern side) – Exhibition rooms for the permanent collections (1,250 square metres); Reception services – Ground floor and eastern mezzanine floor – Didactics and Bookshop (1,600 square metres); Eastern basement – new cloakroom; Vertical paths and connections – New eastern staircase (2,400 square metres); Restoration – facades, roofing and skylights (remaining part)

BUDGET

€ 32,403,560.51 (COMPLETED WORKS)

1st Lot of the works – Contract amount

€ 8,720,971.09 (COMPLETED WORKS)

2nd Lot, 1st part – Contract amount

€ 3,922,137.37 (COMPLETED WORKS)

2nd Lot, 2nd part – Contract amount

€ 18 MILLION (WORKS IN PROGRESS)

2nd Lot, 3rd part – Total financing

€ 40 MILLION (CIPE)

2nd Lot, 4th and last part – Total financing for the entire complex of the Uffizi and the Vasari Corridor

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

Various complementary interventions concluded and in the completion phases:

✓ **STATE OF PROGRESS OF THE UPGRADING INTERVENTIONS OF THE EXHIBITION SPACES = 100%**

Percentage ratio between the surfaces created and the project surfaces of the pre-existing exhibition rooms in the historic Gallery on the second floor:

- **TOTAL SURFACES CREATED, 3,640 SQUARE METRES**
- **TOTAL PROJECT SURFACES, 3,640 SQUARE METRES**

✓ **STATE OF PROGRESS OF THE RECOVERY AND REDEVELOPMENT INTERVENTIONS OF NEW EXHIBITION SPACES = 60%**

Percentage ratio between the surfaces created and the project surfaces of the new exhibition rooms for the permanent collections and for temporary exhibitions (New Gallery on the first floor and the Aula Magliabechiana):

- **TOTAL SURFACES CREATED 3,570 SQUARE METRES**
- **TOTAL PROJECT SURFACES 6,000 SQUARE METRES**

✓ **STATE OF PROGRESS OF THE CREATION OF THE NEW ACCESSORY SERVICES = 10%**

Percentage ratio between the surfaces created and the project surfaces of the new reception services:

- **TOTALE SUPERFICI REALIZZATE MQ 560**
- **TOTALE SUPERFICI DI PROGETTO MQ 5.400**

✓ **INCREASE IN THE NUMBER OF CURRENT EXHIBITION ROOMS (NO. 105) COMPARED TO THE PRE-EXISTING ONES (NO. 45) = + 60 EXHIBITION ROOMS FOR THE PERMANENT COLLECTIONS**

Creation of a new area dedicated entirely to the temporary exhibitions, consisting of the Aula Magliabechiana, equipped with its own entrances, reception and multipurpose spaces, cloakroom, bathrooms, technical rooms and storerooms for transiting artworks.

Completed complementary interventions:

- Restoration of the Salone Lorenese (2008)
- Consolidation of the vaults on the first floor of the East Wing (2008)
- New lighting system in the Tribuna (2012)
- Consolidation of the vaults of the Niobe Room (2012)
- Consolidation of the vaults on the second floor of the West Wing (2013)
- Redevelopment of the technological unit (2014)
- Setting up of the Vestibule, Hermaphrodite and San Marco Garden rooms (by the Uffizi Gallery - 2013)
- Setting up of the Michelangelo Room (by the Uffizi Gallery - 2014)
- Setting up of the Fifteenth Century Rooms (by the Uffizi Gallery - 2015)
- Replacement of the piping and raceways of the air-conditioning plant of the First Corridor on the second floor
- Furnishing works and accessories
- Restoration of the outside staircase in the Veliti Courtyard

11. PROJECT MONITORED

GRAPHITI KOMMANDO

RESPONSIBILITIES

• Angeli del Bello

GOAL

Graphiti Kommando forms part of the Angeli del Bello group, which, through teams of volunteers trained by technicians in the sector, aims to remove the vandalism writing from the walls, clean the front doors and the rolling shutter doors of the buildings that have been defaced and ruined by abusive graffiti and eventual posters and stickers, intervening in especially degraded areas of the Tuscan capital. These are interventions for the restoration of the decorum of the façades in preparation for a possible subsequent restoration. In the first phase of the project, the group dealt with the Oltrarno district and then moved to the Historic Centre under the auspices of the Memorandum of Understanding signed with the Superintendency.

MISSION

LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) The preserving and maintaining of the decorum of the city of Florence, taking care of the communal areas by removing vandalistic graffiti from the buildings of the Historic Centre
- 2) The cleaning of the walls, doors and shutters of palazzi which have been dirtied and spoiled by graffiti
- 3) Educating people to an informed and respectful use of the communal spaces

ACTIVITIES

- ✓ Collection and cataloguing of the reports from individual citizens, tourists and responsible entities
- ✓ Meetings and seminars
- ✓ Interventions for removing graffiti
- ✓ Specific projects
- ✓ Creation of special events (e.g. Week of Beauty "Settimana del Bello" – Festival of the Angeli del Bello)

EFFICACY INDICATORS

- ✓ NUMBER OF VOLUNTEERS INVOLVED IN THE VARIOUS INITIATIVES
- ✓ NUMBER OF FOLLOWERS ON THE SOCIAL NETWORKS AL 30/10/2017
- ✓ NUMBER OF STUDENTS INVOLVED IN THE PROMOTION OF THE PROJECT
- ✓ NUMBER OF INTERVENTIONS

GRAPHITI KOMMANDO

[illegible]

- Interventions for removing graffiti
- Actions aimed at increasing the number of volunteers in direct involvement
- Interventions for removing graffiti; implementation of the project on the rolling shutter doors in the Oltrarno area co-financed by the Chamber of Commerce, Industry, Craft and Agriculture
- Education in schools and involvement of teachers and students

- 65,000 square metres of walls cleaned each year
- 1 Memorandum of Understanding with the Superintendency
- 1 digital book in collaboration with the Faculty of Architecture of Florence
- 15 interventions with operational volunteers
- Basic courses and practical courses on supports and colour
- Interventions for removing graffiti
- Special events (e.g. Week of Beauty – Festival of the Angeli del Bello)
- Theoretical and practical courses with a qualified restorer of Superintendency
- Activities on social channels
- Interventions with the direct involvement of students and teachers
- Upgrading of materials and products
- Collaboration with local associations

[illegible]

- Upgrading of materials and products
- Interventions for removing graffiti
- Special events
- Collaboration and integration with associations in the territory
- Theoretical and practical courses with a qualified restorer of Superintendency
- Activities on social channels
- Interventions with the direct involvement of students and teachers

- Upgrading of materials and products
- Interventions for removing graffiti
- Special events
- Collaboration and integration with associations in the territory
- Interventions for removing graffiti
- Theoretical and practical courses with a qualified restorer of Superintendency
- Activities on social channels

BUDGET

€ 150,000

Basic courses and practical courses on supports and colour; theoretical and practical courses with the restorer; interventions for removing graffiti; special events during the first years of the project

€ 50,000

Basic courses and practical courses on supports and colour; theoretical and practical courses with the restorer; interventions for removing graffiti; special events during the years following the project

€ 50,000

Meetings and seminars; interventions; specific projects; special events (e.g. Week of Beauty – Festival of the Angeli del Bello)

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

At the moment the project is carrying out:

- Interventions for removing graffiti
- Actions aimed at increasing the number of volunteers: 3 weekly events in the Historic Centre throughout the entire year
- Project on the *Shutter Doors in the Oltrarno Area* co-financed by the Chamber of Commerce, Industrials, Craft and Agriculture: the interventions were concentrated during the autumn months
- Educational activities in the schools and involvement of teachers and students: the interventions were carried out during the spring

✓ 254 VOLUNTEERS INVOLVED IN THE VARIOUS INITIATIVES

✓ 8787 FOLLOWERS ON THE SOCIAL NETWORKS AT 30/10/2017

✓ 600 STUDENTS INVOLVED IN THE PROMOTION OF THE PROJECT

✓ 215 INTERVENTIONS

12. PROJECT MONITORED

FIRENZE PER BENE

RESPONSIBILITIES

• Comune di Firenze - Ufficio UNESCO

GOAL

Firenze perBene (Florence the Right Way) is a project created in collaboration with the Fondazione Angeli del Bello, the Centre for UNESCO of Florence (NGO), the Fondazione Romualdo del Bianco - LBT, UNESCO and its Trans-disciplinary Chair for Human Development and the Culture for Peace - UniFi and Mus.E. The project aims to raise the level of awareness among residents, tourists and city users regarding good behavioural practices in the use of monuments, churches and streets of the Historic Centre of Florence, World Heritage site. In the first phase, the project envisaged the approach of specially trained volunteers who, with the help of cargo-bikes, distributed questionnaires to visitors and citizens, a map with the Florentine public services, and a Decalogue describing how to best enjoy the city, taking advantage of the services offered and respecting its sites and values. Since 2014, the project has seen the involvement of foreign universities in Florence (*Syracuse University of Florence and Middlebury University*), as well as several Florentine high schools (Marco Polo and Machiavelli Capponi Institute) through training internships and alternating school-work activities. Since 2017, educational programmes have been activated in collaboration with Mus.E, in which the IV and V Classes of the Primary School and Secondary Schools are made aware of the value of the World Heritage site and the *Firenze perBene* Decalogue.

MISSION

KNOWING - LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) An increased awareness of behalf of residents and visitors with respect to the historical and artistic heritage of the Centre of Florence
- 2) The stimulating of a civic sense and dissemination among residents, tourists and city users, of good practices of behaviour in the use of a UNESCO World Heritage city, to the conservation and enhancement of which everyone should contribute
- 3) The overcoming of the obligatory tone of bans and prohibitions

ACTIVITIES

- ✓ Educational activities with training institutes (schools, universities, foreign institutes)
- ✓ Promotional activities of the project through the social media and other promotion means
- ✓ Training apprenticeships aimed at gaining knowledge and promoting the project
- ✓ Participation of the project in important citizen events related to the protection and enhancement of the heritage

EFFICACY INDICATORS

- ✓ NUMBER OF MAPS AND GADGETS DISTRIBUTED
- ✓ NUMBER OF FOLLOWERS ON THE SOCIAL CHANNELS
- ✓ NUMBER OF TRAINING WORKSHOPS
- ✓ NUMBER OF STUDENTS INVOLVED IN EDUCATIONAL ACTIVITIES

TIMELINE
FIRENZE PER BENE

SINCE 2012

- Ideation, creation of the graphic design and printing of the map and Decalogue
- Creation and production of gadgets (portable ashtrays)
- Training of the volunteers
- Approaching of residents and tourists by the volunteers to administer questionnaires, maps with the Florentine public services and a Decalogue that explains how to live in the city in a sustainable manner
- Participation of the project in various citizen events: e.g. Urban enhancement of Piazzetta Tre Re (2015); *Florence World Heritage Consultation Marathon* (2015), etc.
- Training apprenticeships with students from the foreign universities: Syracuse University of Florence, Middlebury University and universities abroad
- Promotional activities of the project on the social media

2016

- Alternating school-work activities with the high schools of Florence (e.g. Istituto Marco Polo and Machiavelli Capponi): 190 students, after having been informed about the UNESCO themes and the Firenze perBene project, approached citizens and visitors, offering suggestions on how to live in the Historic Centre of Florence, a World Heritage site, in a better, more aware and sustainable manner. During the activities the students distributed the Decalogue, Map and gadget of the project (portable ashtray)
- Workshops on *Firenze perBene* for students of foreign universities (e.g. Syracuse University of Florence; Middlebury College): infographic development; social material; articles; interviews; *Firenze perBene* blog; videos

2017

- Alternating school-work activities with the high schools of Florence (e.g. Istituto Marco Polo and Machiavelli Capponi): in 2017 the Firenze perBene project helped students understand the value of those who contribute each day to the preservation of the Historic Centre of Florence and its heritage, making the city a more pleasant and sustainable place. The students developed visual and textual materials (in Italian and in a second language)
- Workshop projects on Firenze perBene for students from the Syracuse University of Florence, Middlebury College as well as students from universities abroad: development of Video contents and posts on Facebook
- Activity, "A Historic Centre in the centre of the world", for the IV and V Classes of Primary Schools and first grade of Secondary schools: interactive itinerary in the Historic Centre following an introduction in Palazzo Vecchio. Goals: to understand what UNESCO is and what the values recognised are in the World Heritage; to promote knowledge of the Historic Centre and the interpreting of architectural and urban traces; to develop awareness and sensitivity towards the World Heritage and contribute to its protection

2018

- Workshop projects on Firenze perBene for students from the Middlebury University: development of research on the theme of sustainability as well as materials (e.g. infographic) to be published on the social channels relating to the project

2019

- Activity, "A Historic Centre in the centre of the world", created in collaboration with the Mus.E Association, for the IV and V Classes of Primary Schools and first grade of Secondary school: interactive itinerary in the Historic Centre following an introduction in Palazzo Vecchio. Goals: to understand what UNESCO is and what the values recognised are in the World Heritage; to promote knowledge of the Historic Centre and the interpreting of architectural and urban traces; to develop awareness and sensitivity towards the World Heritage and contribute to its protection. In 2019 this activity will also be included in the proposal for Florentine schools and those outside Florence as well, and it will also be included in the programming for family audiences (for example, *Domenica Metropolitana*)

2020

- Training activities
- Promotional activities

2021

BUDGET

€ 45,000 + € 10,000 PER ANNUM

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

The project currently includes apprenticeships and educational activities targeting students of the primary and first grade of secondary school, as well as promotion activities on social media. As for teaching, the activity "*A Historic Centre at the centre of the world*", carried out since 2017 by Mus.E, has been developed for the schools and private citizens. The idea is to widen the catchment area to which to offer the "*A Historic Centre at the centre of the world*" itinerary, also proposing it to special audiences, such as new citizens and guests of day and community recovery centres. Between the months of April/May 2018, the *Firenze perBene* and the World Heritage site was the focus of the study and visits carried out by students of six high schools in Florence and the territory, known as the *Ambassadors of Art*.

Over the years the project has recorded the following data:

- 30,000 maps/Decalogue distributed in printed form
- 24,000 portable ashtrays
- 950 questionnaires administrated
- 25 training apprenticeships on the project (since 2014)
- 400 students involved in educational activities (since 2016)
- 3 squares enhanced
- 8 entities/institutions involved
- 1,186 "Likes" on Facebook (in December 2017)

In the future, strategic reinforcement is envisaged with the Mus.E for the development of new training and promotion activities.

- ✓ 30,000 MAPS AND 24,000 GADGETS DISTRIBUTED
- ✓ 1,186 FOLLOWERS ON THE SOCIAL MEDIA (FACEBOOK)
- ✓ 25 TRAINING WORKSHOPS
- ✓ 400 STUDENTS INVOLVED IN EDUCATIONAL ACTIVITIES

13. PROJECT MONITORED

FLORENCE I CARE

RESPONSIBILITIES

- Municipality of Florence – Directorate of Technical Services; Directorate General; the Mayor's Office; Financial Resources Department; Culture Directorate

GOAL

Florence I care is a project for the conservation and enhancement not only of the artistic heritage of Florence, but also of certain important municipal buildings of a social and scholastic nature. The project is aimed at the active forces of the economy - businesses, associations, public and private bodies - which, in addition to being interested in promoting their products, wish to underscore their social commitment too. In this way they can achieve an image dividend higher than that obtainable through advertising alone. The 2014 call for tenders was aimed at seeking sponsors for the funding of restoration operations on the cultural heritage.

MISSION

KNOWING - SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) The refurbishing and enhancing of certain places and monuments that are symbols of the city, involving private bodies which, through public notice, offer to adopt the asset in exchange for an advertising return
- 2) The seeking of resources through private sponsorships to cover the costs budgeted for the restoration of monuments
- 3) The systemisation of good practices in care of the city' heritage by leveraging private synergy in the care of urban space

ACTIVITIES

- ✓ Identification of interventions to be proposed and updating of the financial programming
- ✓ Drawing up of projects and updating of the datasheets
- ✓ Publication of the notice for the search of sponsors and activities aimed at fundraising
- ✓ Updating of the dedicated communication portal (<http://www.flit.comune.fi.it/>)

EFFICACY INDICATORS

- ✓ NUMBER OF RESTORATION WORKS CARRIED OUT
- ✓ NUMBER OF SPONSORS
- ✓ NUMBER OF DONATIONS
- ✓ NUMBER OF ADVERTISING CONCESSIONS
- ✓ NUMBER OF ART BONUSES

- Recognition of the conservation requirement of the heritage and identification of the subsequent actions to be proposed
- Creation of the datasheets for each intervention
- Publication of the notice for the search for sponsors
- Drawing up of the first notice for the advertising concession
- Creation of a portal
- Forwarding of the informative datasheet of the Florence I Care project to companies and associations

2017

- Identification of the interventions to be proposed
- Implementation of the datasheets for each intervention and case (art bonus, sponsorship)
- Identification of the criteria for evaluating the offers and identification of compensatory measures to be offered to sponsors
- Publication of the notice for the search for sponsors
- Publication of the notices for advertising concessions
- Creation of new datasheets and re-drafting and reprinting of the old datasheets to update the reading of the FLIC portal on Smartphones
- Management of the partnership (registration of donations, communication, reporting, etc.)
- Organisation and participation in public presentation events/platforms (Art bonus convention on 6.3.2016, Piazza Toscana, Convention "The Italian Cultural Heritage as social capital and as private investment, November 2017, etc.)
- Start-up of maintenance/adoption activities of public monuments

2019

- Identification of the interventions to be proposed
- Updating of the datasheets
- Publication of the notice of the search for sponsors
- Updating of the portal
- Regulations regarding sponsorships and donations
- Implementation of the maintenance/adoption activities of public monuments

2021

- Identification of the interventions to be proposed
- Updating of the datasheets
- Publication of the notice of the search for sponsors
- Updating of the portal

Budget in the period 2011-2017 broken down per case:

Other interventions of a mixed nature

EFFICACY INDICATORS:

- ✓ 50 RESTORATION WORKS CARRIED OUT
- ✓ 19 SPONSORS
- ✓ 12 DONATIONS
- ✓ 6 ADVERTISING CONCESSIONS
- ✓ 10 ART BONUSES

14. PROJECT MONITORED

FLORENCE HERITAGE

RESPONSIBILITIES

- Municipality of Florence - UNESCO Office
- Linea Comune
- Mus.E

GOAL

This project is intended to raise awareness of the cultural and historic heritage of Florence through the use of new interactive technologies: multimedia applications conceived to enhance the image of the World Heritage site, large-format touch screen stations and the internet. The project is aimed in particular at the younger, technologically-evolved generations and is conceived to stimulate an awareness of the value of the territory that surrounds them, the places that they frequent every day and the value of which they are frequently unaware of. Moreover, the development of the initiative involves the integration of the guided itineraries contained in the *Florence Heritage* portal with a real and effective activity of cultural mediation designed to assist the students and all the citizens to enhance their awareness of the rich cultural heritage of Florence. The project intends to build awareness of the value of the Historic Centre of Florence also through the celebration of the centenarians of figures and events connected with the history and identity of the city.

MISSION

KNOWING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) The building of awareness among young Florentine and foreign students, residents and city users
- 2) The raising of awareness of the value the Historic Centre of Florence on the part of citizens and visitors
- 3) The organising of initiatives to celebrate the centenarians of figures and event connected to the history and identity of the city

ACTIVITIES

- ✓ Creation of a digital archive with high-resolution historic images of the city
- ✓ Creation of a platform for managing the digital images
- ✓ Creation and promotion of the website and the app, aimed at presenting both the historical and contemporary image of Florence, through thematic tours in the World Heritage site

EFFICACY INDICATORS

- ✓ NUMBER OF TOUCH SCREEN STATIONS CREATED 2/3
- ✓ NUMBER OF GUIDED TOURS CARRIED OUT 2/3
- ✓ NUMBER OF EVENTS/ INITIATIVES ORGANISED FOR CELEBRATING THE CENTENARIANS 3/3
- ✓ NUMBER OF MULTIMEDIA ITINERARIES CARRIED OUT 5/9

TIMELINE
FLORENCE HERITAGE

SINCE 2006



- The project, funded in 2007 by the Law 77/2006 of the MiBACT, saw in the first phase the creation of a digital archive with 31 very high-resolution historical images of the city, selected by the UNESCO Office of the Municipality of Florence. The images of the works conserved in public entities and institutions were then recreated with special high-tech photographic equipment and colorimetric calibration. The images, acquired with very high resolution, were subjected to an intense phase of post-processing before being stored in XML format
- Subsequently, the cataloguing of digital photographs was launched through a system of image archiving and management, in order to reorganise the database of the UNESCO Office of the Municipality of Florence. The goal of the project was to create a platform for the management of digital images, implemented on the basis of the XLphoto® software, patented by Centrica, and the training of the municipal staff in charge of the management of this archive
- In the final phase of the project, by resorting to the collaboration of Linea Comune, the website (currently not viewable) was created in the aim of presenting both historical and contemporary image of Florence, with the intention of combining needs of communication with those of deepening. The website, an indispensable support for the geo-referencing of images and the creation of a unique database of the information heritage, is multilingual and includes the following: nine galleries with the possibility of displaying over 400 extremely highly defined images; four sections dedicated to the categories "places", "special", "protagonists" and "memory"; nine itineraries divided into the four categories mentioned above and supported by artbooks (in Italian and English) that can be downloaded for free; over 200 geo-referenced points of historical-cultural interest; *Visions of Florence*, a video of presentation of Florence
- The work was presented during the course of the manifestation *Art&tourism*, held in Florence on 18 May 2012, as well as other conventions addressing the digital topic and the City of Florence
- Educational activities and guided tours throughout the *Florence Heritage* itineraries

2016

-
2017



- Installation of the touch screen monitors inside Palazzo Vecchio and the Restaurant of the Station of Santa Maria Novella
- Promotional activities of the artbooks and Florence Heritage itineraries on the social media

2018

-
2019



- Guided tours throughout the itineraries of the platform
- Educational activities

2020

-
2021



- Guided tours throughout the itineraries of the platform
- Educational activities

BUDGET

€ 100,000

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

The touch screen stations have been removed from Palazzo Vecchio and the website closed due to technical problems. Despite this, the project is continuing through the development of educational activities and guided tours, conducted in agreement with the Mus.E association, on the *Florence Heritage* itineraries.

- ✓ NUMBER OF TOUCH SCREEN STATIONS
CREATED 2/3
- ✓ NUMBER OF GUIDED TOURS CREATED 3/3
- ✓ NUMBER OF EVENTS/INITIATIVES
ORGANISED FOR THE CELEBRATION OF
CENTENARIES 2/3
- ✓ NUMBER OF MULTIMEDIA ITINERARIES
DEVELOPED 9/9



15. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

HIA (HERITAGE IMPACT ASSESSMENT)

RESPONSIBILITIES

- Municipality of Florence – UNESCO Office
- Heritage_CITYlab (joint laboratory of the Municipality of Florence and the University of Florence)

GOAL

The creation of a protocol for the Heritage Impact Assessment (HIA) for the asset, the Historic Centre of Florence and experimentation of possible applications of the model on concrete cases of transformation in progress. The HIA project - financed with the MiBACT funds of Law 77/2006 "*Special measures for the protection and use of Italian sites of cultural, scenic and environmental interest, included on the 'World Heritage List', placed under the protection of UNESCO*" - born from the synergy between Heritage_CITYlab, a joint laboratory of the University of Florence and the UNESCO Office of the Municipality of Florence, making it possible to dialogue among figures with competences related to different fields and with a multidisciplinary approach. The experimentation, in accordance with the Guidelines issued by ICOMOS (2011), aims to assess, with systematic and consistent methods, the positive/negative impact of the transformation projects that influence the values, attributes, authenticity and integrity of the World Heritage site, the Historic Centre of Florence. Within the scope of the planning, the assessment serves for: estimating the impact of the interventions; indicating mitigating measures and planned management methods; monitoring in a conscious manner and sharing the transformations of the urban fabric with the institutions and citizens.

MISSION

SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Development of a systemised procedure incorporated in the management practices of the city's projects for assessing the impact on values, attributes, authenticity and integrity of the Historic Centre of Florence (Core Zone and Buffer Zone), World Heritage site (R6-UNESCO/ICOMOS Advisory Mission 22-25 May 2017)
- 2) Monitoring of the projects in the Transformation Areas (AT) envisaged by the *Town Planning Regulations* and the proposing of mitigating measures
- 3) Monitoring of unlisted transformation among the Transformation Areas of public interest and of the infrastructural type with the proposing of possible alternatives during the programming and development phases
- 4) Detailed identification of the features and attributes of the World Heritage site that contribute towards its *Outstanding Universal Value*, expressed through the physical and social fabric (R5-UNESCO/ICOMOS Advisory Mission 22-25 May 2017)

ACTIVITIES

- ✓ **Phase A ***
 - Setting up of the Agreement and approval of the same by the UNESCO Office of the Municipality of Florence and the University of Florence, Department of Architecture (DIDA)
- ✓ **Phase B**
 - Processing of the methodology and creation of an Index and a general part (introduction, methodology, history and description of the site) common to the different and possible transformations on the Historic Centre of the Florence, World Heritage site
- ✓ **Phase A**
 - Analyses into research on previous studies and applications in Italy and in the world of ICOMOS procedures on the *Heritage Impact Assessment*
- ✓ **Phase C**
 - Description of the transformation;
 - evaluation of the impact on the OUV;
 - mitigation of the transformations impact

- ✓ **Phase D**
 - Experimentation of the methodology in the fine-tuning phase on an intervention related to an area of transformation on the Florence site that falls within the *Buffer Zone* of the World Heritage sites of the Historic Centre of Florence 'and the Medici Villas and Gardens in Tuscany'
- ✓ **Phase E**
 - Presentation and dissemination (meetings with the Steering Committee, *UNESCO/ICOMOS Advisory Mission 2017*, *DIDA Research Week* ecc.)

EFFICACY INDICATORS

- ✓ **IDENTIFICATION OF THE SPECIFIC FEATURES AND ATTRIBUTES THAT DEFINE THE OUTSTANDING UNIVERSAL VALUE OF THE SITE (OUV) 1/1**
- ✓ **ESTABLISHING OF GUIDELINES AND TABLES FOR DRAFTING THE PRELIMINARY INVESTIGATIONS 1/1**
- ✓ **APPLICATION OF THE SYSTEMISED PROCEDURE ON CONCRETE CASES OF TRANSFORMATION IN PROGRESS 2/3**
- ✓ **INTEGRATION OF THE ADMINISTRATIVE PROCEDURE IN THE MANAGEMENT PRACTICES OF THE PROJECTS 1/1**

**TIMELINE
HIA (HERITAGE
IMPACT ASSESSMENT)**

SINCE 2016

- **2016 (01/06/2016 - 30/11/2016):**
Preliminary study aimed at drawing up an assessment model consisting of macro-sections. The following activities have been carried out:
 - Identification of the criticalities in the Historic Centre of Florence, World Heritage site, for the purpose of establishing study areas and purpose of the work
 - Preventive consultation and identification of the skills and the organisations eligible to undertake the assessment of impact
 - Data collection and fine-tuning of the information in order to characterise the site and identify the qualities that confer the *Outstanding Universal Value*
- **2017 (14/07/2017-14/01/2018):**
 - Experimentation and improvement of the assessment model in relation to the transformations and the impact on the OUV following interventions directly or indirectly connected to the World Heritage sites of the 'Historic Centre of Florence' and the 'Medici Villas and Gardens in Tuscany'
 - Drafting of a model with summarised tables for the scoping report (by a professional)
 - Analyses for identifying additional attributes of *Outstanding Universal Value* of the Historic Centre of Florence
 - Dissemination of the HIA Study at the *UNESCO/ICOMOS Advisory Mission* in Florence (22-25 May 2017)
 - Press conference on the results of the *UNESCO/ICOMOS Advisory Mission* (30 October 2017)

**2018
-
2019**

- *DIDA Research Week* (19-23 February 2018)
- World Heritage site Steering Committee (25 October 2016, 4 May 2018)
- Experimentation of the model for the Preliminary Investigation and drafting of the Heritage Impact Assessment for Piazza Torquato Tasso in Florence (April 2018)
- Dissemination of the results of the study

**2020
-
2021**

- Dissemination of the results of the study

BUDGET € 100,000

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

The application of the systemised procedure developed by the research group has been tested in two Transformation Areas. There is the intention to continue the work and to support the municipal administration in the Heritage Impact Assessment (HIA) of the transformation projects of the city in order to monitor and evaluate possible alternatives for mitigating the impact of the project. At the same time, the integration of the administrative procedure for the HIAs will continue within the framework of approval of the infrastructural and transformation projects in the areas of the *Core Zone* and *Buffer Zone*.

- ✓ IDENTIFICATION OF THE SPECIFIC FEATURES AND ATTRIBUTES THAT DEFINE THE OUTSTANDING UNIVERSAL VALUE OF THE SITE (OUV): DRAFTING OF AN ILLUSTRATIVE TABLE OF THE OUV WITH INDICATIONS OF THE ATTRIBUTES AND VALUES BROKEN DOWN PER AREA OF PERTINENCE 1/1
- ✓ ESTABLISHING OF GUIDELINES AND TABLES FOR DRAFTING THE PRELIMINARY INVESTIGATIONS: ESTABLISHING OF GUIDELINES FOR THE PURPOSE OF DRAFTING THE HIA FOR THE TENDER RELATING TO THE CREATION OF PARKING STATIONS PERTAINING TO THE AREA OF PIAZZA TORQUATO TASSO IN FLORENCE 1/1
- ✓ APPLICATION OF THE SYSTEMISED PROCEDURE ON CONCRETE CASES OF TRANSFORMATION IN PROGRESS: AT 11.02, FORMER CERDEC, AT VILLA CORSINI IN CASTELLO; CREATION OF PARKING STATIONS PERTAINING TO THE AREA OF PIAZZA TORQUATO TASSO IN FLORENCE (IN PROGRESS) 2/3
- ✓ INTEGRATION OF THE ADMINISTRATIVE PROCEDURE IN THE MANAGEMENT PRACTICES OF THE PROJECTS 0/1

16. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

TOWN PLANNING REGULATIONS

RESPONSIBILITIES

- Municipality of Florence – Town Planning Department

GOAL

The *Town Planning Regulations* were approved with Resolution No. 2015/C/00025 on 02.04.2015 by the City Council, which also approved the contextual variation to the Structural Plan (Regional Law 1/2005, article 17). The drawing up of the *Town Planning Regulations* - accompanied by the procedure of listening to the citizens activated during the construction of the *Structural Plan* - allowed to focus on several elements of knowledge that have partially changed the reference scenario. All of this led to the development of the *Structural Plan Variant* with the inclusion of new forms of protection, such as the Belvedere viewpoints. As part of the analyses studies for defining the *Buffer Zone* of the Historic Centre of Florence, the municipal administration has produced a printout with the identification of the most significant Belvedere viewpoints for the protection of the Historic Centre. The identification of the Belvedere viewpoints and the corresponding visual axes is aimed at controlling the *skyline*, for safeguarding the views from and towards the World Heritage site. Considering these elements as an important reference for the control of some of the transformations, the Belvedere viewpoints and the corresponding visual axes (No. 18) of the arc of hills to the north and south of the Municipality of Florence are reported in Table 3 "Protections" of the *Structural Plan* that replaces that of the 2010 *Structural Plan*. The *Town Planning Regulations* in turn highlight interventions in which transformations must be subject to verification of any possible interference, with views from the Belvedere viewpoints identified for protecting the World Heritage site. The discipline of the transformation of the *Town Planning Regulations* manages the transformation of the existing building heritage and the five-year programming of the public works (transport infrastructures, standards). Every transformation action is defined that aims at modifying the original use destination of a given property through interventions of restoration and preservation, building restructuring (also with demolition and reconstruction), urban restructuring, and new edification. The datasheets of the Transformation Areas - AT, ATt, Ata standards (Part 5 of the *Norme Tecniche di Attuazione*- NTA) record and regulate the transformations scheduled for the 2015/2020 five-year period; the relative area declined by destination of use is taken from the sizing of the *Structural Plan*, while the five-year programming of the public works is contained in the *ATs regulations* (Part 5 of the NTA). Within these standards, the Transformation Areas located within the World Heritage site (AT, ATs) foresee specific intervention provisions aimed at protecting the historical urban landscape and for verifying the impact factors related to the settlement of the different destinations such as: discomfort/disturbance factors that could affect the liveability conditions of the context, as well as impoverishment factors of the urban image.

MISSION

SAFEGUARDING - LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	
COMMUNITIES	

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Recovery and restoration of abandoned buildings and complexes
- 2) Enhancement of the public areas and services connected to the recovery of the abandoned buildings and complexes

ACTIVITIES

- ✓ The urban regeneration process, as described and articulated in the forecasts of the *Town Planning Regulations* from 2015 has seen its own application connoted by a strong innovative character. The approval and subsequent signing of the agreements relating to the Transformation Areas has confirmed the ability of the new regulations to conjugate the interventions

of urban regeneration envisaged with the enhancement of the "public city" through the compensation works generated by the same. The urban regeneration process has been carried out in various ways with reference to the different Transformation Areas activated and/or accredited.

EFFICACY
INDICATORS

- ✓ APPROVAL OF THE TOWN PLANNING REGULATIONS 1/1
- ✓ NUMBER OF BUILDINGS OR BUILDING COMPLEXES SUBJECT OF THE TRANSFORMATION DATASHEET
- ✓ NUMBER OF BUILDINGS OR BUILDING COMPLEXES RECOVERED (AGREEMENT)
- ✓ SIGNED WITH THE PRIVATE OPERATORS/RECOVERY PLANS APPROVED)
- ✓ NUMBER OF ENHANCEMENT WORKS

TIMELINE
TOWN PLANNING
REGULATIONS

2016

The agreement related to the Transformation Area (AT) 12.39 Cerretani was signed, thanks to which the Municipality had € 424,710 available for the implementation of the following enhancement works of public spaces:

- The extension of the network of video surveillance and Wi-Fi connectivity with the installation of cameras of video surveillance on the corner of Via Cerretani/Via dei Conti in order to monitor the passage of the manifestations, in addition to the installation of a laminate for the crossing of Piazza Madonna degli Aldobrandini from Via dei Conti to Via Faenza and of an optic fibre cable from Via Faenza to Via Cerretani € 49,937.98
- The enhancement intervention of the roadway and footpaths of Via Panzani and Via Cerretani € 374,772.02

At the same time the Town Planning Office activated the coordination process for the purpose of undersigning the Agreement of the AT 12.08 Transformation Areas, formerly Inarcassa and AT 12.01 Bufalini with an amount expected from the monetisation of the compensations equal to approximately € 930,000.

The interventions subject to the AT 12.11 former Municipal Theatre and AT 12.21 San Firenze implementation planning, were established and conducted at various definition levels.

Three particular cases are represented by the activities undertaken for the recovery of the former barracks including the Transformation Areas AT 12.05, the former Vittorio Veneto Caserma and AT 12.43, the former San Gallo Military Hospital, for which in 2016 the Town Planning Office Service provided support for the drawing up of the integrative agreement scheme aimed at establishing methods and contents of the public bid procedure envisaged by the *Town Planning Regulations* for the recovery of the real estate complexes. Both agreements have been signed.

2017

The agreements were signed in relation to the AT 12.08 the former Inarcassa, AT 12.01 Bufalini and AT 12.04 Demidoff, thanks to which the Municipality had the following available for financing the relative enhancement works of the existing public spaces:

Former Inarcassa| € 274,160.00 for enhancement interventions of the ecological network regarding the replacement of the heritage of trees lining the circle of avenues to be carried out by the Directorate of the Environment Bufalini | € 657,081.28, as payment due for compensation, for the purpose of financing the following interventions:

- predisposition for the upgrading of the short-circuit cameras in Piazza Brunelleschi via the laying of a corrugated pipe to connect Via dei Servi with Via degli Alfani along Via del Castellaccio and another corrugated pipe which leads from the sectioning pit located in correspondence of the terrace of the former seat of the UNESCO Office of the Municipality of Florence in the direction of the Faculty of Letters, for an estimated amount of € 26,000.00. The intervention will have to be designed and carried out by the Directorate of Technical Services
- new directional signage of the district between Porta San Gallo - Piazza Duomo - Porta alla Croce (World Heritage area) for an estimated amount of € 79,600.00. The intervention will have to be designed and carried out by the Directorate of Sport and Culture

Road layout interventions:

- A | Via del Castellaccio
- A1 | Footpath on the side of the even numbers, demolition and remaking of the footpath in sandstone slabs and ribbing (recovered), including the widening of the footpath itself up to 1.50 m for an estimated amount of € 32,000.00
- A3 | Roadway, reconstruction of the surface layer in bitumen conglomerate with a thickness of 4 cm and remaking of the horizontal signage for an estimated amount of € 10,000.00
- B | Piazza Brunelleschi
- B1 | Footpath on the residence side, demolition and remaking of the footpath in sandstone slabs and granite ribbing (recovered), including the widening of the footpath itself up to 1.50 m for an estimated amount of € 48,000.00
- B2 | Connecting roadway between Via del Castellaccio and Via degli Alfani, dismantling of the existing paving, reconstruction of the road and sewer drains, creation of a new road foundation in reinforced concrete, creation of new paving in sandstone for an estimated amount of € 340,000.00
- B3 | Roadway in front of numbers 18-19, dismantling of the existing pavement, reconstruction of road and sewer drains, creation of new road foundation in reinforced concrete, creation of new paving in sandstone for the residual amount for completing the monetisation due to compensation of the transformation amounting to € 121,481.28

The interventions must be designed and implemented by the New Infrastructures and Transport Directorate.

Regarding the AT Demidoff, € 370,627.38 was estimate, as payment due to compensation, aimed at financing interventions of:

- A. general enhancement of the Carraia garden in Via dell'Erta Canina (with the exclusion of the monumental stairway) for an amount equal to € 138,627.38. The intervention must be designed and carried out by the Directorate of the Environment. Any residual economic availability resulting from the creation of the works referred to in this point may be reused for the enhancement of the other gardens (Demidoff and Lungarno Torrigiani);

17. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

FLORENCE AND THE CULTURAL INHERITANCE OF ITS RELIGIOUS HERITAGE

RESPONSIBILITIES

- Municipality of Florence – UNESCO Office

GOAL

In order to facilitate the appropriate protection of religious assets, the World Heritage Committee has requested the UNESCO World Heritage Centre, together with its related advisory bodies, to develop a thematic document of general orientation for the States Parties of the UNESCO, on the management of the cultural and natural heritage of religious interest. In launching the initiative, called *Heritage of Religious Interest*, UNESCO therefore plays a leading role in the development of general directives and since 2016 it has been coordinating a global cycle of thematic consultations and workshops, during which experts, stakeholders and representatives of religious communities meet in a spirit of dialogue, sharing and rapprochement of different cultures. In this context, the Historic Centre of Florence, World Heritage site, has a very large number of monumental complexes with individual buildings linked to the cultural heritage of religious interest. There is an evident need to carry out an in-depth analysis of how much this heritage is or may be fundamental for the understanding and interpretation of the *Outstanding Universal Value* of the Historic Centre of Florence, opening an intercultural front linked to the intangible dimension that belongs precisely to the heritage of religious interest.

The project therefore has the goal of promoting the sustainable development of the management of the monumental complexes of religious interest in the World Heritage site Historic Centre of Florence. The first appointment of the project was held at the complex of Santa Croce on 15 December 2017, on occasion of the 35th anniversary of the inclusion of the Historic Centre of Florence on the *World Heritage List* (December 17, 1982). The meeting was attended by several local entities that deal with the management of the heritage of religious interest in Florence, in order to share and understand the actions of conservation and enhancement. The ambition of this project is to establish connections among the various subjects involved and to identify short, medium and long-term strategies of sustainable development for the heritage of religious interest.

For more information about the programme of the World Heritage Centre "*Heritage of Religious Interest*":

<https://whc.unesco.org/en/religious-sacred-heritage/>

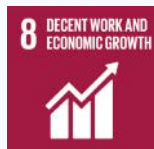
MISSION

KNOWING - SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	•
CAPACITY BUILDING	
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) The establishing of concrete connections with the subjects involved and the identification of short, medium and long-term strategies for sustainable development of the heritage of religious interest; the same strategies must be defined within the *Management Plan*
- 2) The drafting of a summary report on the topics addressed that highlights the peculiarities emerged and helps identify examples of best practices for future comparisons with other national and international situations
- 3) The analysis, drawing up and dissemination of general plans and methodologies by the responsible institutions for optimising the management of the properties of religious interest in the Historic Centre

ACTIVITIES

- ✓ To head in the direction already taken in 2017, confirming an annual general meeting targeting all stakeholders
- ✓ Starting from 2018, the organisation of a focus group each year targeting a group of experts and open to the audience on specific topics and based on the results of the general meeting

TIMELINE

[illegible]

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-

€ 30.000

Monitoring of the Management Plan | 85

18. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

HERITAGE FLORENCE DATA

RESPONSIBILITIES

- Municipality of Florence - UNESCO Office;
- Heritage_CITYlab (joint laboratory of the Municipality of Florence and the University of Florence)

GOAL

The project intends to define and develop the logical and physical structure of a Geographic Information System for the integrated analysis, monitoring and management of the transformations of the building heritage and open spaces of the Historic Centre of Florence. This system will be an information infrastructure potentially open to interaction with databases used by various subjects, applied to different sectors, which share the goal of promoting the enhancement of the elements of excellence of the city, its active protection and the enhancement of its cultural heritage. The Information System, subject of the project, can be imagined as a fundamental "spatial index" capable of allowing for connection of the available databases or those being implemented, that are under the responsibility of public and private subjects, engaged in institutional activities or economic promotion, which deal with the consistency, the *State of Conservation* and conditions of use of the building heritage of the Historic Centre of Florence.

MISSION

KNOWING – SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) The fundamental result expected from the research consists of the creation of a Geographic Information System able to collect, structure and bring together the knowledge available on the building heritage of the Historic Centre of Florence. The availability of this structure will allow the various communities of stakeholders to take advantage of the sharing of information available in the proposal and the planning of its objectives. In particular, the information infrastructure proposed by the project intends to offer itself as an essential resource for the drafting, implementation, monitoring, and evaluation of the strategies and actions aimed at the management of the Historic Centre of Florence in its capacity as a UNESCO World Heritage site. The project has its fundamental technical reference in the Territorial Information System of the Municipality of Florence, as it is now structured, for the activities of management of the urban and building transformations. This choice is aimed at allowing simpler interaction and interoperability of the existing information in the various databases available today, for the purpose of encouraging dialogue among different sectors of activities that involve the building heritage of the Historic Centre: town planning, tax administration, economic promotion, protection and conservation of cultural heritage.

ACTIVITIES

- ✓ Creation of a software capable of providing a model for the organisation of coherent and interoperable information with respect to the institutional geographic database called the Anagrafe Comunale degli Immobili (Municipal Register of Buildings)
- ✓ Verification of the conferment conditions (or access to data) in this structure of the databases available within the scientific community, the University and all interested parties (Municipality of Florence, Tuscan Regional Authority)
- ✓ Collection, processing and conferment of the existing databases in the infrastructure envisaged by the project
- ✓ Implementation of the project with data collection from sources, research, university workshops (mainly drawings and data archive of the survey laboratory and of the restoration laboratory of the DIDA)

EFFICACY INDICATORS

- ✓ **PROCUREMENT OF FUNDS FOR € 600,000 FOR 3 YEARS**
- ✓ **CREATION OF THE PLATFORM 1/1**
- ✓ **DATA COLLECTION FROM THE PREVIOUS UNIVERSITY RESEARCH CARRIED OUT**
- ✓ **CREATION OF EFFICACIOUS SYNERGIES BETWEEN INSTITUTIONS AND ENTITIES FOR THE DATA COLLECTION**
- ✓ **DISSEMINATION ACTIVITIES OF THE RESULTS OF THE PROJECT**

TIMELINE HERITAGE FLORENCE DATA

2018

- Meeting between UNESCO Office Municipality of Florence, University of Florence and various institutions/entities for defining the project
- Drafting and presentation of the project
- Meetings with the Fondazione CR Firenze for the financial support of the project.

2018

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2019

- Obtaining of the financial resources
- Assigning of scholarships for the development of the project
- Data collection

2020

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2021

- Data collection
- Design and implementation of the database
- Monitoring of the data
- Activities for disseminating the results

BUDGET

€ 600,000

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

For the defining of the design idea, the UNESCO Office of the Municipality of Florence, together with the University of Florence, has organised several meetings with entities and institutions in order to understand the various interests regarding the development of a platform for data collection and monitoring of the World Heritage site.

- ✓ **PROCUREMENT OF FUNDS FOR € 600,000 FOR 3 YEARS: SYNERGIES ARE CURRENTLY BEING CREATED AMONG INSTITUTIONS FOR PROCURING FUNDS FOR THE PURPOSE OF FINANCING THE PROJECT**
- ✓ **CREATION OF THE PLATFORM 0/1**
- ✓ **DATA COLLECTION FROM THE PREVIOUS UNIVERSITY RESEARCH CARRIED OUT: ACTION NOT YET IMPLEMENTED**
- ✓ **CREATION OF EFFICACIOUS SYNERGIES BETWEEN INSTITUTIONS AND ENTITIES FOR THE DATA COLLECTION: ACTION NOT YET IMPLEMENTED**
- ✓ **DISSEMINATION ACTIVITIES OF THE RESULTS OF THE PROJECT: ACTION NOT YET IMPLEMENTED**

2.5.3 TRANSPORT SYSTEM

19. PROJECT MONITORED

BIKE SHARING

RESPONSIBILITIES

- Municipality of Florence – Directorate General

GOAL

Since 2017, the innovative free-flow bike sharing system has been introduced that allows for renting bicycles and leaving them in various places over the territory. The bicycles are equipped with a GPS and a patented lock and can be used by downloading a free App (App Store or Google Play), creating an account and using a mobile number. The user will receive a verification code to be entered to pay the deposit (a small sum, fully refundable). The App will immediately show the nearest bike on the map; by clicking the "unlock" button on the App and scanning the QR code near the handlebar of the bicycle, the lock opens automatically. At the end of the ride, the bike can be parked in one of the reserved areas or in a common bike rack or otherwise on public ground in respect of the highway code; it is sufficient to re-lock the bike again using the App. It is possible to subscribe to the service, according to monthly, quarterly, half-yearly and annual formulas.

MISSION

LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Further decongestion of the traffic
- 2) An increase in the use of public transport (buses, trams and metro), by integrating them with each other (intermodal transport) and with the use of the shared bicycles, for short journeys to areas that the public transport does not or cannot reach

ACTIVITIES

- ✓ Publication of the expression of interest and selection of participants
- ✓ Issuance of authorisation and start-up of the service
- ✓ Promotion of the bike sharing service and incentives for its use
- ✓ Increase in the number of bicycles available considering the daily average use
- ✓ Analysis of the data for understanding the social and citizen phenomena in Florence and where the resources and attention are most necessary
- ✓ Increase and maintenance of the cycle tracks

EFFICACY INDICATORS

- ✓ NUMBER OF BICYCLES IN THE CITY
- ✓ AVERAGE DAILY USE
- ✓ EXPANSION OF THE CYCLE TRACKS
- ✓ NUMBER OF USERS

TIMELINE
BIKE SHARING

SINCE 2017

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- The initial design concept included a public tender for the creation of 50 bike stations all over the city for 750 bicycles, situated above all in the Historic Centre and the area of the ring-road avenues. In this project idea, a single operator was envisaged. Included in the *Management Plan 2007* and *Management Plan 2016*, the project has since been abandoned to give way to a new project entailing an innovative free-flow bike sharing system (in operation since 2017).

2017

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- The free-flow bike sharing brought 1500 bikes into the city in August 2017, equipped with GPS and easily identifiable. The project triggered a virtuous cycle, increasing the number of habitual cyclists. Two months after the launching (October 2017), the following numbers have been recorded:
- bicycles: 1,700
- registered users: 41,000
- average of daily users: 7,700

2018

**-
2019**

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- A working group was set up in January 2018 with representatives of the departments of statistics, performance, police, transport and information systems. The working group produced a report analysing the accidents involving bicycles in Florence between 2011 and 2015. The report integrated data on accidents with geospatial and transactional datasets, describing the volume and flow of the local cycling passages and the state of the cycling network. Analytic collaboration between various departments will serve as a model for future projects, allowing the Municipality to gain a deeper understanding of the social and citizens phenomena in Florence and to understand where resources and attention are most needed based on the data collected. The results were shared with the residents, including representatives of the cycling associations, and the rescue and media organisations
- Technical improvements will be made on the vehicles provided (e.g. introduction of bikes with three-speed gears)
- 500 new bicycles and 50 bikes with three-speed gears will be provided

2020

**-
2021**

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- Expansion of the cycle tracks up to 120 km by 2021

BUDGET

€ 3,800,000

for the various cycle tracks (financed by PON METRO)

€ 1,000,000

for the cycle track in Via Canova (financed by Patto per Firenze)

€ 280,000

for the cycle track in Viale Europa (financed by the Municipality of Florence)

€ 800,000

for maintenance of the cycle tracks (financed by the Municipality of Florence)

**STATE OF
IMPLEMENTATION**

EFFICACY INDICATORS:

- ✓ **3,500 BICYCLES IN THE CITY**
- ✓ **AVERAGE DAILY USE: 3,800**
- ✓ **EXPANSION OF THE CYCLE TRACKS: THE NETWORK OF EXISTING CYCLE TRACKS IS CURRENTLY 90 KM**
- ✓ **139,000 USERS**

20. PROJECT MONITORED

E_MOBILITY

RESPONSIBILITIES

- Municipality of Florence – Directorate General

GOAL

Since the nineties, the Municipality of Florence has favoured electric transport. Over the last few years in particular, the decision was made to invest in this sector also through participation in European bids for tender. The project *Ele.C.Tra. (ELEctric City TRAnsport)*, years 2013-2015) was the first winning example of the strengthening of electric transport with the introduction of a fully electric car sharing service in 2015. Since 2016, thanks to the project *Replicate (Renaissance of Places with Innovative Citizenship and Technology)*, the administration has continued to reinforce the recharging infrastructures with the gradual transformation of the fleet of taxis into electric taxis (at least 100 by the end of the project) also thanks to the installation of 6 super-fast recharge columns for their exclusive use.

MISSION

LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Reduction in the use of per capita vehicles and the demand for parking spaces, favouring the sharing, in particular the electric sharing, with a consequent reduction in energy and environmental impacts
- 2) Strengthening of a more efficient network infrastructure (also fast) for the recharging of electric vehicles

ACTIVITIES

- ✓ Publication of the tender and selection of the participants
- ✓ Tender and works for installing the columns
- ✓ Promotion of the service

EFFICACY INDICATORS

- ✓ NUMBER OF TRADITIONAL VEHICLES IN SHARING
- ✓ NUMBER OF ELECTRIC CARS IN SHARING
- ✓ NUMBER OF COMPLETELY ELECTRIC TAXIS
- ✓ NUMBER OF COLUMNS INSTALLED

TIMELINE
E_MOBILITY

2015

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- 400 traditional cars in sharing
- 200 electric cars in sharing
- 2 completely electric taxis
- 110 old generation public columns for a total of 280 recharging points

2016

2017

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- 300 traditional cars in sharing
- 290 electric cars in sharing
- 72 completely electric taxis
- 174 public columns for a total of 348 recharging points, of which 2 fast, 79 quick and 267 slow-recharge
- 5 recharging columns reserved for taxis for a total of 15 recharging points, of which 5 quick and 10 fast-recharge
- 5 fast-recharge stations for taxis in Viale Venosta, Viale Guidoni, Piazza Donatello, Via del Cavallaccio and Piazza Francia (*Replicate Project*)

2018

2019

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- Currently 300 traditional vehicles and 220 electric vehicles authorised
- 480 vehicles in sharing for a bid for tender (goal 1000)
- 30 taxis to transform from thermal to electric
- 3 fast recharge stations in Piazza Giorgini, Piazza Don Piero Puliti and Viale Guidoni (*Replicate Project and EVA+ Project*)

2020

2021

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- Transformation of the fleet of taxis into hybrid and electric vehicles (no longer thermal)

BUDGET

€ 2,450,000

from the sale of electric taxi licences to invest for improving the quality of the supply of the overall service of the non-scheduled public transport service

€ 1,667,276

for reinforcing the recharging infrastructures (also fast) for electric vehicles

**STATE OF
IMPLEMENTATION**

EFFICACY INDICATORS:

- ✓ **300 TRADITIONAL VEHICLES IN SHARING**
- ✓ **290 ELECTRIC CARS IN SHARING**
- ✓ **72 COMPLETELY ELECTRIC TAXIS**
- ✓ **174 PUBLIC COLUMNS FOR A TOTAL OF 348 RECHARGING POINTS, OF WHICH 2 FAST, 79 QUICK AND 267 SLOW-RECHARGE AND 5 RECHARGING COLUMNS RESERVED FOR TAXIS, MAKING A TOTAL OF 15 RECHARGING POINTS, OF WHICH 5 QUICK AND 10 FAST-RECHARGE**

21. PROJECT
MONITORED

**LINES 2 AND 3 OF
THE NEW TRAMWAY**

RESPONSIBILITIES

- Municipality of Florence – Directorate of New Infrastructure and Transport

GOAL

The City Council is currently in the process of developing the integrated tramway system in the Municipalities of Florence and Scandicci, consisting of lines 1 (Florence SMN-Scandicci), 2 (Peretola-Piazza of the Libertà) and 3 (Careggi-Bagno a Ripoli with a branch to Rovezzano). In addition to the first line which has already been completed, Lines 2 and 3 are under construction.

MISSION

LIVING

TIMING

Long-term action

SUSTAINABLE
DEVELOPMENT
GOALS
(AGENDA 2030)



STRATEGIC
OBJECTIVES OF
THE WORLD
HERITAGE
CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Guaranteed boosting of the local public transport system
- 2) The making of Florence more liveable and the facilitating its liveability as a well-connected city
- 3) The creating of a city that is happy to move, both towards the exterior and within it

ACTIVITIES

- ✓ Execution of the works on Line 2
- ✓ Execution of the works on Line 3.1
- ✓ Financing, contracting, executive planning and execution of the Strozzi - Libertà - San Marco section (lot 2 VACS)
- ✓ Line 4 Leopolda-Piagge-Campi Bisenzio
- ✓ Extension of Line 2 to Sesto Fiorentino
- ✓ Line 3.2 with branches to Bagno a Ripoli and Rovezzano
- ✓ Tramway interventions as an opportunity for urban redevelopment

EFFICACY
INDICATORS

- ✓ NUMBER OF SEATS/KM OFFERED ON RESERVED AND PROTECTED INFRASTRUCTURES
- ✓ CREATION OF THE URBAN SYSTEMS RELATED TO THE EXECUTION OF THE TRAMLINES AS AN OPPORTUNITY FOR URBAN REDEVELOPMENT (STREETS, SQUARES, CYCLE TRACKS, GREEN AREAS)
- ✓ IMPROVEMENT OF THE TRAFFIC FLOWS CONNECTED WITH THE TRAMWAY, CREATION OF ARTWORKS (SUBWAYS TRENCHES AND TRAMLINE BRIDGES)
- ✓ REDUCTION OF THE TRAVELLING TIME
- ✓ TO AND FROM THE HISTORIC CENTRE, CURRENT VALUES: NOVOLLI-SMN 20'-25', CAREGGI - SMN 22'
- ✓ TRAMWAY APPRECIATION INDEX, USER SATISFACTION
- ✓ EXTENSION OF THE PUBLIC TRANSPORT SERVICE TIMETABLES
- ✓ AMOUNT OF THE URBAN SETUPS/ AMOUNT OF TRAM WORKS IN %
- ✓ REDUCTION OF PRIVATE TRAFFIC, % OF USERS WHO LEAVE PRIVATE VEHICLES AT HOME IN FAVOUR OF THE TRAM INFRASTRUCTURE

**EFFICACY
INDICATORS**

- ✓ OFFER OF TRANSPORT ON VEHICLES THAT ARE MORE RESPECTFUL OF THE ENVIRONMENT
- ✓ NUMBER OF USERS OF THE TRAMWAY (GOT ON THE TRAMS)
- ✓ USER SATISFACTION WITH REGARD TO THE MODAL INTEGRATION
- ✓ EQUIPPING OF TRAM VEHICLES TO CARRY BICYCLES
- ✓ REGULARITY OF THE SERVICE (% OF TRANSITS DURING PEAK HOUR, THE INTER-TIME OF WHICH EXCEEDS THE SCHEDULED VALUE BY 2 ')

**TIMELINE
LINES 2 AND 3 OF THE
NEW TRAMWAY**

SINCE 2014

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- Execution of the works of Line 2
- Execution of the works of Line 3.1
- Design and execution of Lot 1 VACS (section Unità – Valfonda – Strozzi)

**2016
-
2017**

—
—

- Execution of the works of Line 2
- Execution of the works of Line 3.1
- Design and execution of Lot 1 VACS (section Unità – Valfonda – Strozzi)

**2018
-
2019**

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—
—

- Start of operation of Line 2
- Start of operation of Line 3.1
- Start of execution of Lot 2 VACS
- Technical-economic feasibility study and final design of the extension of Line 2 to Sesto Fiorentino
- Final design of Line 4 - section Leopolda-Piagge

**2020
-
2021**

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—

- Final design and start of works on Line 4 - section Leopolda-Piagge
- Final design and start of works on Line 2 to Sesto Fiorentino
- Final and executive design of Line 3.2 - section Libertà-Rovezzano and Libertà-Bagno a Ripoli

BUDGET

€ 452,383,872

Lines 2 and 3.1 (of which € 334,430,931 for lump-sum and unit-rate works)

**STATE OF
IMPLEMENTATION**

Functional tests are currently being conducted on Lines 2 and 3 with the opening and start-up of the Lines scheduled for the summer of 2018

2.5.4 THE RIVER ARNO AND CLIMATE CHANGE

22. PROJECT MONITORED

FLOOD RISK MANAGEMENT PLAN (PGRA)

RESPONSIBILITIES

- Arno River Basin and Northern Apennines Authority

GOAL

Following its approval scheduled for December 2015, the *Flood Risk Management Plan* will replace the current *Hydrogeological Management Plans (Piani di Assetto Idrogeologico - PAI)* for the river basins, coastal Tuscany and northern Tuscany. The regulations of the plan, which is based on the concept of risk management, that is preventing any increase in danger, will become operative in January 2016 after the phase of consultation and the subsequent approval.

MISSION

SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	
COMMUNICATION	
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Reduction in the risk for life and mitigation of the damage to the related strategic systems (hospitals, schools and health facilities)
- 2) Reduction in the risk for the cultural heritage and mitigation of the possible damage to the landscape system
- 3) Reduction in the risk for protected areas and mitigation of the negative effects for the ecological condition of the water bodies
- 4) Mitigation of damage to the production system, infrastructures and property

ACTIVITIES

- ✓ Application of the Plan with regard to standards and the implementation of the interventions by the competent subjects (Tuscan Regional Authority)

EFFICACY INDICATORS

- ✓ A REDUCTION IN THE FLOOD RISK ASSESSED ON CENTURY-OLD HISTORICAL SERIES

TIMELINE FLOOD RISK MANAGEMENT PLAN (PGRA)

SINCE 2016

- Approval of the Plan with a Decree of the President of the Council of Ministers of the Italian Republic on 27.10.2016
- Transposition of the cognitive framework of the PGRA in the town-planning instrument of the Municipality of Florence. Creation of the 1st Lot of the detention ponds of Figline by the Tuscan Regional Authority



2018
-
2019

- Approval of the projects relating to other works and activation of additional construction sites in the Figline area (Tuscan Regional Authority)
- Approval of the Plan of the Reclamation Activities proposed by the Consortium 2 of the Alto Valdarno for 2018

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2020
-
2021

- Approval of the projects relating to new hydraulic and reclamation works and activation of additional construction sites in the Figline area (Tuscan Regional Authority)

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BUDGET

€ 100,000,000

For the works already in progress for protecting the River Arno

STATE OF
IMPLEMENTATION

The Plan is active

23. PROJECT MONITORED

GUARDA IN FACCIA L'ALLUVIONE (FACE UP TO THE FLOOD)

RESPONSIBILITIES

- The District Authority of the Basin and Northern Apennines

GOAL

The local actions of mitigation are centred mainly on how to address the negative effects of a flood on people and things, distinguishing the phase of the event from that of prevention/preparation. The estimated expected levels for the occurrence of a catastrophic event in the city are available, and therefore the areas of the Historic Centre in which it is more probable that the event would occur are known at least at mesoscale. Through a targeted information campaign, it would therefore be possible to divulge and spread all the simple actions which can help to mitigate the damage, both during the event itself and during the phase of prevention. Special attention is paid to raising awareness about the artistic heritage of the city and possible actions for its defence. This latter activity takes its cue from what was already done within the framework of the "Cultural Heritage Flood Risk" project where, for the city of Florence in particular, but also for the entire territory of the Arno basin subject to possible flooding, the location of buildings that are listed by the Ministry of Culture is available as digital data, together with a digital record indicating their vulnerability and the presence of assets at risk.

MISSION

SAFEGUARDING

TIMING

Medium-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- Enhancement of everyone's awareness and perception as regards the possible effects of a catastrophic flood
- Divulgence and spreading of possible local actions for the reduction of the potential effects on the artistic heritage
- The activation of all citizens in addressing the situation

ACTIVITIES

- ✓ Meetings with participation by the local community and volunteer associations, to be held in collaboration with the Municipal Civil Defence (trade associations, Chamber of Commerce, Rotary Club)
- ✓ Creation and dissemination of leaflets on floods
- ✓ Seminars and workshops to be carried out in collaboration with the Municipal Civil Defence

EFFICACY INDICATORS

- ✓ MEETINGS HELD WITH LOCAL ASSOCIATIONS
- ✓ THE INCREASE OF AN APPROPRIATE INDEX FOR ASSESSING AWARENESS VIA THE ADMINISTRATION OF A QUESTIONNAIRE
- ✓ NUMBER OF LEAFLETS DISTRIBUTED/PRINTED

TIMELINE
GUARDA IN FACCIA
L'ALLUVIONE (FACE UP
TO THE FLOOD)

SINCE 2016

—
—

- Approval of the Plan with the Decree of the President of the Council of Ministers of the Italian Republic on 27.10.2016
- Distribution of leaflets

2018

2019

—
—

- Participation meetings
- Distribution of leaflets
- Events on the theme of the River Arno

2020

2021

—
—

- Participation meetings
- Distribution of leaflets

BUDGET

—

STATE OF
IMPLEMENTATION

The activities carried out to date concern the printing and distribution of leaflets and the conception of meetings with the various associations. The seminars and workshops in collaboration with the Municipal Civil Protection are not yet active.

24. PROJECT MONITORED

ARNO, UN FIUME PER AMICO (YOUR FRIEND THE RIVER ARNO)

RESPONSIBILITIES

- The District Authority of the Basin and Northern Apennines

GOAL

The project consists of an educational process aimed at knowledge of the environmental aspects and the intervention necessary to make the river Arno and its territory safer and more liveable. The Basin Authority proposes to students an insight path to introduce them to the characteristic aspects of the basin of the river Arno. The main objective is to present the river to the students so that they can discover the many ways, obvious or hidden, in which the river and its dynamics have influenced and continue to influence the life of the city. The activity takes the form of lessons in class and activities organised on the river in the form of a game as well as laboratory activities.

MISSION

KNOWING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Fostering of knowledge of the river environment and of its ecosystem, with particular reference to the Florentine territory
- 2) Exploration of the characteristics of the "river" entity as part of the water cycle, as a source of energy, as a resource, and as a force of nature that moulds the territory and entails risks for those who live close to it
- 3) Getting to know the river's rhythms, its ordinary and exceptional levels of low and high water, and how the water cycle is organised in Florence (water purification, treatment plants, river)
- 4) Fostering of knowledge of the flood defence system created over more than a thousand years of history and those of the future
- 5) Illustrating of the link existing between hydraulic safety interventions, the urban fabric and environmental protection

ACTIVITIES

- ✓ Face-to-face lessons in class
- ✓ Workshops targeting classes/families
- ✓ Events held on the river banks

EFFICACY INDICATORS

- ✓ DEFINING OF AN APPROPRIATE INDEX FOR EVALUATING KNOWLEDGE 1/1
- ✓ NUMBER OF STUDENTS INVOLVED IN THE AWARENESS-RAISING ACTIVITIES

TIMELINE
ARNO, UN FIUME PER
AMICO (YOUR FRIEND
THE RIVER ARNO)

2016

-

2017

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—
—

- 63 classes
- 1500 students

2018

-

2019

—
—
—

- 20 classes
- 450 students

2020

-

2021

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—
—

- 20 classes
- 450 students

BUDGET

Project developed with internal resources of the District Authority of the Basin and Northern Apennines, man-hours commitment accounted for: approximately 250 man-hours/year.

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

- ✓ **DEFINING OF AN APPROPRIATE INDEX FOR EVALUATING KNOWLEDGE 0/1**
- ✓ **5,160 STUDENTS INVOLVED IN THE AWARENESS-RAISING ACTIVITIES: INVOLVEMENT OF 240 CLASSES OF THE ELEMENTARY AND MIDDLE SCHOOLS OF THE MUNICIPALITY OF FLORENCE FROM THE SCHOOL YEAR 2010-11 UNTIL 06.2017**

25. PROJECT MONITORED

PROVISIONAL PLAN FOR HYDRAULIC RISK (PSRI)

RESPONSIBILITIES

- Municipality of Florence – Civil Defence

GOAL

The main reason for the high-water levels resulting in the flooding of the city centre of Florence that has taken place over the centuries is related to the inadequacy of the hydraulic works and the scarcity of systems for river process and overflow management. The PSRI approved in the Spring of 2015 deals with the Arno and all its tributaries and the water courses connected with it, analysing the situations that can arise in the case of adverse weather conditions. This Plan is an integral part of the *Civil Defence Municipal Emergency Plan*, and the drafting has its origin in the *Flood Risk Management Plan* drawn up by the Basin Authority. An aspect to be underscored for 2016 is the funding by the government of the detention ponds as a security measure for the river Arno, which are conceived to draw off part of the excess water that cannot overflow in the downstream stretches.

MISSION

SAFEGUARDING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Building of a system of alert that takes into consideration the different levels of criticality, the potential deriving scenarios, effects and damage, on the basis of a system of warning for both the Arno itself and the rivers of the minor hydrographic network
- 2) Organisation of the overflow of part of the flood waters into floodable areas through the construction of detention ponds
- 3) Prefiguring of a mode of intervention that identifies different operational phases in relation to the conditions observed

ACTIVITIES

- ✓ Approval and updating of the PSRI
- ✓ Meetings for distributing the leaflets
- ✓ Drills and exercises
- ✓ Training in schools

EFFICACY INDICATORS

- ✓ NUMBER OF "FLOODING RISK" LEAFLETS DISTRIBUTED
- ✓ NUMBER OF VIEWINGS ON THE SOCIAL MEDIA REGARDING THE HYDRAULIC AND HYDROGEOLOGICAL RISK
- ✓ NUMBER OF TRAINING ACTIVITIES IN SCHOOLS
- ✓ NUMBER OF MEETINGS WITH THE POPULATION OF DISTRICTS 2, 3 AND 5
- ✓ UPDATING OF THE PLAN 4/4

TIMELINE
PROVISIONAL PLAN
FOR THE HYDRAULIC
RISK (PSRI)

SINCE 2015

—
—
—
—

- Approval of the Plan in 2015
- Meetings for distribution of the leaflets
- Drills and exercises
- Training in schools

2016

2021

—
—

- Meetings for distribution of the leaflets
- Drills and exercises
- Training in schools
- Updating of the Plan

BUDGET

€ 150,000
per annum for the volunteering activities
€ 110,000
in three years for *Karismn* resilience Project
€ 170,000 (Total: approx.)
municipal and European funding

**STATE OF
IMPLEMENTATION**

EFFICACY INDICATORS:

- ✓ 70,673 "FLOODING RISK" LEAFLETS IN ITALIAN AND 13,361 "FLOODING RISK" LEAFLETS IN ENGLISH DISTRIBUTED: THE DISTRIBUTION TOOK PLACE IN THE YEARS 2015-16-17-18. IN THIS ACTIVITY, RELATING TO THE RULES OF CONDUCT IN CASE OF A FLOOD, VOLUNTARY WORKERS WERE INVOLVED IN 2016-17-18 (1,166 ATTENDANCES IN 109 OUTINGS, OF WHICH 77 WITH EMPLOYEES OF THE SERVICE)
- ✓ 6,550 OVERALL VIEWINGS ON THE SOCIAL MEDIA REGARDING THE HYDRAULIC AND HYDRO-GEOLOGICAL RISK: FACEBOOK, 2,445 FOLLOWERS WITH AN AVERAGE OF 330 VISITS A DAY; TWITTER, 5,500 FOLLOWERS WITH AN AVERAGE OF 520,000 TWEETS PER MONTH; YOUTUBE, 610 VISITS PER MONTH
- ✓ 10 TRAINING ACTIVITIES IN SCHOOLS: FOR THE SCHOOL YEAR 2017-2018, THROUGH THE PROJECT "THE KEYS TO THE CITY", 3 SCHOOLS REQUESTED OUR INTERVENTION FOR 10 CLASSES (TWO OF WHICH WITH INTERNAL

PROBLEMS PREVENTING THEM FROM TAKING PART) AND ONE MIDDLE SCHOOL OF THE MUNICIPALITY OF SCANDICCI (LESSONS HELD AT OUR HEADQUARTERS) OUTSIDE THE PROJECT. FOLLOWING ARE SOME OF THE DETAILS: 4 PRIMARY SCHOOL CLASSES ATTENDED; 5 SECONDARY SCHOOL CLASSES ATTENDED (OF WHICH ONE MIDDLE SCHOOL OF SCANDICCI); 92 STUDENTS FROM PRIMARY SCHOOLS INVOLVED; 114 STUDENTS FROM SECONDARY SCHOOLS INVOLVED (OF WHICH 24 STUDENTS FROM SCANDICCI); TOTAL STUDENTS INVOLVED: 206 (OF WHICH 24 SECONDARY SCHOOL STUDENTS FROM SCANDICCI)

- ✓ NUMBER OF MEETINGS WITH THE POPULATION OF DISTRICTS 2, 3 AND 5: WORKSHOP 5 MARCH 2016 "INCREASING THE POPULATION'S RESILIENCE: PSYCHOLOGICAL, SOCIOLOGICAL, LEGAL, INSURANCE ASPECTS AND RESPONSIBILITIES OF THE MAYOR"; EXERCISES AND DRILLS ON THE HYDRAULIC RISK 18-19 MAY 2018 "EMA - GREVE" AND RELATIVE INFORMATION CAMPAIGN FOR THE POPULATION WITH THE INVOLVEMENT OF THE PERSONNEL OF THE CIVIL DEFENCE OF THE MUNICIPALITY OF FLORENCE, MORE THAN 20 ENTITIES

STATE OF
IMPLEMENTATION

AND ASSOCIATIONS AND OVER 200
VOLUNTEERS

✓ UPDATING OF THE PLAN 2/4



26. PROJECT
MONITORED

**CIVIL DEFENCE OF
THE MUNICIPAL
MUSEUMS IN
EMERGENCY**

RESPONSIBILITIES

- Municipality of Florence – Civil Defence

GOAL

The protection of the cultural assets during an emergency must be factored into the definition of protection policies and the organisation of actions to be performed in the case of calamities. A training course for operators (municipal employees) and civil defence personnel has to be identified and organised, in tandem with a civil defence plan for the municipal museums (warning, alert and overcoming of the emergency).

MISSION

KNOWING – SAFEGUARDING

TIMING

Medium-term action

SUSTAINABLE
DEVELOPMENT
GOALS
(AGENDA 2030)



STRATEGIC
OBJECTIVES OF
THE WORLD
HERITAGE
CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Creation of an intervention system with 12/24 hours' forewarning of the forecast flooding of the Arno for putting the majority of the works inside of the Bardini Museum in safety

ACTIVITIES

- ✓ Sharing and dissemination of the contents and methods
- ✓ Conducting of training in class and in the museum

EFFICACY
INDICATORS

- ✓ **HOLDING OF MEETINGS AIMED AT DESIGNING THE TRAINING COURSE 1/1**
- ✓ **STRUCTURING OF THE TRAINING COURSE 1/1**
- ✓ **ADMINISTRATION OF THE COURSE TO VOLUNTEERS AND EMPLOYEES OF THE CIVIL DEFENCE 1/1**
- ✓ **NUMBER OF VOLUNTEERS TRAINED**
- ✓ **NUMBER OF EMPLOYEES OF THE CIVIL DEFENCE TRAINED**

TIMELINE
CIVIL DEFENCE OF THE
MUNICIPAL MUSEUMS
IN EMERGENCY

SINCE 2016

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—
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—
—
—

- Training of the volunteers and employees of the Civil Defence
- Setting up of the work group on 31.03.2016
- Holding of meetings aimed at drawing up the training course
- Structuring of the training course on 30.11.2016
- Administration of the course to volunteers and employees of the Civil Defence on 31.12.2017

2018

2019

—
—

- Exercises and drills
- Drafting of the *Civil Protection Plan* for the Bardini Museum
- Practical training on the how to move to the higher floors, pack and secure the paintings, with relative training of a group of volunteers

2020

2021

—
—

- No activities are currently planned although there is the intention to follow up on the project for the other civic museums

BUDGET

—

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

The courses were held in 2017 and saw the participation of two classes of volunteers and two classes of employees of the Civil Defence. The Civil Protection Plan for the Bardini Museum and the document for the training scheduled for the autumn 2018 are currently being drafted.

- ✓ **HOLDING OF MEETINGS AIMED AT DESIGNING THE TRAINING COURSE 1/1**
- ✓ **STRUCTURING OF THE TRAINING COURSE ON 30.11.2016 1/1**
- ✓ **ADMINISTRATION OF THE COURSE TO VOLUNTEERS AND EMPLOYEES OF THE CIVIL DEFENCE ON 31.12.2017 1/1**
- ✓ **39 VOLUNTEERS TRAINED**
- ✓ **17 EMPLOYEES OF THE CIVIL DEFENCE TRAINED**

2.5.5 LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE

27. PROJECT MONITORED

REGULATION OF HISTORIC AND TRADITIONAL COMMERCIAL ACTIVITIES

RESPONSIBILITIES

- Municipality of Florence – Directorate of Economic Activities and Tourism; UNESCO Office

GOAL

The *Register of Historical and Traditional Commercial Activities* of the Municipality of Florence was established in 1999, together with the relative Regulation, as a tool for promoting economic activities that constitute true historical excellences of the Florentine productive fabric. On the basis of the aforementioned Regulation, commercial, artisan, hotel and public commercial businesses, as well as commercial operators in public areas, with particular requirements of historicity or typicality, could voluntarily apply for subscription to the Register, thus benefiting from the enhancement and promotion actions implemented by the Municipal Administration over the course of the years, through the publication of books, thematic guides and brochures, promotional sites and events (conferences, guided tours, itineraries, etc.), as well as the access to specific subsidies and dedicated funding (both municipal and regional) aimed at fostering their protection.

In 2017, the need to find more specific tools for the protection and enhancement of historical and traditional activities became evident. The "*Regulation for the protection and enhancement of the historical economic and traditional Florentine activities*" is currently being approved in 2018 as a general standard for all the historical and traditional economic activities of the city of Florence operating in a fixed location or on public ground.

The new Regulation sheds light on the definitions of the requirements for identifying economic activities present throughout the municipal territory that deserve to become part of the *List of the Historical and Traditional Florentine Economic Activities*, on the technical-administrative methods for the evaluation and inclusion of the enterprises on the aforementioned List, on the restrictions that foster the permanence of the activities present on the List, as well as the identification of the distinguishing elements that will be subject to specific transformation prohibitions for each historical activity. The new Regulation is a tool for enhancing the cultural, economic and social heritage represented by the historical and traditional activities. The new *List of the Historical and Traditional Florentine Economic Activities*, established according to the guidelines of the aforementioned Regulation, will replace in full both the *List of Historic Commercial Activities* annexed to the *Town Planning Regulations* and the *Register of Historical and Traditional Commercial Activities* of the Municipality of Florence.

MISSION

SAFEGUARDING - LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) The establishing of criteria for selecting the economic activities operating both in a fixed location and on public ground, which constitute true historical excellences of the Florentine productive fabric, in order to identify the elements of distinction and prestige, while also establishing instruments that foster their protection and enhancement

ACTIVITIES

To define:

- ✓ the requirements for identifying the economic activities present throughout the entire municipal territory that should become part of the *List of the Historical and Traditional Florentine Economic Activities*
- ✓ the technical methods for the evaluation and inclusion of the enterprises on the aforementioned List, as well as its ordinary updating
- ✓ the constraints that favour the protection of the enterprises present on the List, as well as the identification of the distinctive elements that will be the subject of specific transformation prohibitions for each historical activity
- ✓ the tools for enhancing the cultural, economic and social heritage they represent
- ✓ the administrative procedure for collecting the applications and their assessment aimed at possible acceptance of requests for inclusion on the List as well as any transformations or cancellations of the restricted commercial activities
- ✓ the guidelines for defining a subsequent regulation for creating a *List of the Florentine Activities of Excellence*, which will constitute a tool for further general economic enhancement and promotion, covering all the economic activities in different sections present in the Florentine territory which, even if not in possession of the requirements of historicity, still present elements of particular relevance and value in terms of compliance with the local features, or of a high and recognised degree of innovation and originality

EFFICACY INDICATORS

- ✓ **APPROVAL OF THE REGULATION**
- ✓ **NUMBER OF COMMERCIAL ACTIVITIES PRESENT ON THE LIST OF THE HISTORICAL AND TRADITIONAL FLORENTINE ECONOMIC ACTIVITIES**
- ✓ **NUMBER OF "HISTORICAL EXCELLENCES" IN CATEGORY A**
- ✓ **NUMBER OF "TRADITIONAL ACTIVITIES" IN CATEGORY B**
- ✓ **NUMBER OF "HISTORICAL STREET VENDORS" IN CATEGORY C**

TIMELINE REGULATION OF HISTORIC AND TRADITIONAL COMMERCIAL ACTIVITIES

SINCE 2017

- Defining the function of "historical activities"
- Monitoring and census of the historical stores by the University of Florence: identification of the general protection criteria

2018

- 2018 Approval of the *Regulation for the protection and enhancement of the historical and traditional Florentine economic activities*

2019

- Incorporation of the Evaluation Committee
- Application of restraints and special terms – ongoing monitoring and updating of the *List of the Historical and Traditional Florentine Economic Activities*
- Drafting of the *List of the Florentine Activities of Excellence*

2020

- Application of the Regulation

2021

BUDGET

€ 30,000

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

At the present time the economic activities are divided into Class A1 (historical prestigious activities), A2 (historical), B (traditional), and C (street vendors and typical activities). The following data emerged from a census:

- A1: 50 activities
- A2: 80 activities
- B: 140 activities
- C: 2 activities

Activities currently in the implementation phase:

- Development of a documentation programme for the historical businesses of the urban fabric of the city of Florence which, following accurate recognition, has identified the activities that are still operating, highlighting the salient characteristics and possible elements of particular prestige for each one
- Identification of the 10 general protection criteria
- Establishing of the new *Regulation for the protection and enhancement of the historic and traditional Florentine activities*

✓ **APPROVAL OF THE REGULATION: MONDAY 25 JUNE 2018 APPROVAL OF THE NEW REGULATION FOR THE HISTORICAL AND TRADITIONAL COMMERCIAL ACTIVITIES BY THE CITY COUNCIL**

✓ **310 COMMERCIAL ACTIVITIES PRESENT ON THE LIST OF THE HISTORICAL AND TRADITIONAL FLORENTINE ECONOMIC ACTIVITIES**

✓ **NUMBER OF "HISTORICAL EXCELLENCES" IN CATEGORY A: CATEGORISATION OF THE REGULATION TO BE DEFINED IN AUTUMN 2018. CONSEQUENTLY, THE DATA ARE NOT YET AVAILABLE**

✓ **NUMBER OF "TRADITIONAL ACTIVITIES" IN CATEGORY B: CATEGORISATION OF THE REGULATION TO BE DEFINED IN AUTUMN 2018. CONSEQUENTLY, THE DATA ARE NOT YET AVAILABLE**

✓ **NUMBER OF "HISTORICAL STREET VENDORS" IN CATEGORY C: CATEGORISATION OF THE REGULATION TO BE DEFINED IN AUTUMN 2018. CONSEQUENTLY, THE DATA ARE NOT YET AVAILABLE**



28. PROJECT MONITORED

MEASURES FOR ENSURING THE PROTECTION AND DECORUM OF THE CULTURAL HERITAGE OF THE HISTORIC CENTRE - "UNESCO REGULATION"

RESPONSIBILITIES

- Municipality of Florence – Directorate of Economic Activities and Tourism; the UNESCO Office

GOAL

Since 2012, as a result of the intervening liberalisation of the sector, there has been a dramatic increase in new food- and beverage-related activities in the World Heritage site. To date, the expansion of the food trade inside the Historic Centre has led to a homogenization of the functions, and therefore to the risk of distorting the identity of the area. It has been found that in relation to the retail outlets of foodstuffs, their presence for inhabitants in the World Heritage site is far superior to the average regional Tuscan data, and in recent years, within this category, many commercial activities have opened that are mostly dedicated to the sale of alcohol and spirits compared to the sale of groceries to support the residents. This Regulation therefore intends to pursue the protection of the Historic Centre of Florence, World Heritage site (an area with special value and of historical, artistic, architectural and environmental interest for the city), by generally countering the degradation, the elements and behaviour that cause damage to the aspects of general interest, such as public health, civil coexistence, urban decorum, the historical urban landscape, and the cultural and the historical-architectural identity of the city centre, also in compliance with the urban mobility programmes, the limitations or prohibitions of vehicular traffic and the prevention of both atmospheric and acoustic pollution. In order to safeguard the Historic Centre, restrictions or bans have been applied to the opening of new activities. More specifically, this measure puts a three-year stop to the opening of activities selling food and beverages and fixed retail outlets of foodstuff, as well as artisan or industrial activities for the preparation or sale of food. Exceptions are provided for places of culture, libraries, theatres, cinemas and museums, where these activities can continue to open.

MISSION

SAFEGUARDING - LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) To avoid distorting the identity of the Historic Centre, by regulating the topic of the openings of economic activities for serving and selling food products, and regulating the topic of the sale of alcohol

ACTIVITIES

- ✓ Drawing up of the Regulation, "Measures for the protection and decorum of the cultural heritage of the Historic Centre", approved with Council Resolution no. 4 dated 18/01/2016

EFFICACY INDICATORS

- ✓ **REDUCTION OF THE PERCENTAGE IN THE OPENING OF FOOD-RELATED ACTIVITIES IN THE HISTORIC CENTRE**

SINCE 2017

- Stop to the opening of new activities as foreseen by the law, with exceptions made for those which:
 - comply with the specific criteria (regulations governing the short supply chain and traditional products)
 - propose innovative offers that fit well into the context of the Historic Centre (derogation procedure)
- Establishing, application and monitoring of the Regulation with the applicable standards on the short supply chain goods
- Management of the derogation procedures

- Three-year stop to the opening of economic activities according to the regulation:
 - because the expansion of the food trade (increased overall by 78.7% from 2012 up until now in the World Heritage area, according to data provided by the Statistical Office of the Municipality of Florence) within the Historic Centre gives rise to an authentic homogenization of the activities operating in this area, and as a result there is the risk of seeing the identity of the World Heritage site become distorted
 - because the estimate of the density within the World Heritage site is 217 economic activities per square kilometre, whereas outside this area, the estimate is 11 economic activities per square kilometre
 - because for the retail commercial and artisan/industrial activities involved in the production, preparation and/or sale of foodstuffs, the ratio is 181.80 activities per square kilometre in the World Heritage site against 13.93 activities per square kilometre outside this area (data supplied by the Department of Economic Development of the Municipality of Florence)
 - pursuant to an amendment to the Regulation due to City Council Resolution no. 27 dated 27.04.2017

- Consolidation of the results referring to the application of the Regulation, by dissuading operations instrumentally aimed at neutralising the effectiveness of the restrictive regulations

2019

2021

—

STATE OF
IMPLEMENTATION

EFFICACY INDICATORS:

Activities currently underway and results obtained:

- Establishing of a regulation previously non-existent in this sector
- Management of the administrative practices
- Drafting of two amendments to the Regulation
- Collaboration with the Superintendency for the decisions in this sector
- Drawing up of Agreements with the Tuscan Regional Authority for the dissemination of the regulations in this sector
- 43 new openings of artisan activities during the first three months of 2018
- No new openings of supermarkets or mini-markets
- Increase in the openings of new commercial activities in the districts outside the Historic Centre, focussing the development and revitalisation goal in the suburbs
- Since January 2018 the following have been opened in Via Maggio: two art, design and antique galleries, a design and architecture studio (currently being opened) and a haute-couture fashion boutique

✓ A 72% REDUCTION IN THE OPENING OF FOOD-RELATED ACTIVITIES IN THE HISTORIC CENTRE: DURING THE FIRST THREE MONTHS OF 2018 ONLY SEVEN FOOD-RELATED ACTIVITIES OPENED IN THE HISTORIC CENTRE. DURING THE SAME MONTHS IN 2017 A TOTAL OF 25 NEW FOOD-RELATED ACTIVITIES HAD OPENED



29. PROJECT MONITORED

COMPLETION OF SOCIAL HOUSING IN THE FORMER MURATE COMPLEX

RESPONSIBILITIES

- Municipality of Florence – Directorate of Property Management

GOAL

The rehabilitation of the former Murate complex can be placed within the broader Residential Building Programme – ERP – of the Municipality of Florence. Founded in the 15th century as a monastery, the Murate became a prison in 1832 and continued to serve this function up to 1985. After this the complex was abandoned for several decades, an extensive derelict area on the outskirts of the district of Santa Croce. The operation was launched in 1997 through the decision of the City Council to allocate the funds of the ERP to the former prison complex. The principal idea was that of creating a multi-functional area in which the traditional cultural, social and productive functions of the district could be regenerated.

MISSION

LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	
CONSERVATION	
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Creation of residences intensely integrated with urban and service functions, restoring a situation of abandon and dereliction in progress for decades in an area of more than two and a half hectares in the heart of the Historic Centre
- 2) Increase of the City Council housing stock through interventions on non-residential building complexes
- 3) Creation of social housing inside the Historic Centre
- 4) Enhancing and protecting of public assets
- 5) Undertaking of a wide-ranging action of regeneration of the building fabric in urban areas (especially through the recovery of public spaces for social and cultural use)

ACTIVITIES

- ✓ Building recovery interventions of the Council of the Tuscan Regional Authority 43/2009 Measure B – 12 lodgings
- ✓ Building recovery interventions of the Council of the Tuscan Regional Authority 43/2009 Measure E – 5 lodgings

EFFICACY INDICATORS

- ✓ NUMBER OF LODGINGS CREATED IN ALL OF 2015
- ✓ NUMBER OF LODGINGS FORESEEN IN THE PRELIMINARY PROJECT OF 1998

TIMELINE
 COMPLETION OF
 SOCIAL HOUSING IN
 THE FORMER MURATE
 COMPLEX

**SINCE
 1998**

—
 —
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 —
 —

- 1998:**
 - Preliminary Project
- 2012 - 2013:**
 - Drafting of the building recovery project for the creation of interventions as per Measure B and Measure E for a total of 17 lodgings
- 2015:**
 - Continuation of the design and implementation of 3 intervention lots with a total of 79 lodgings

**2016
 -
 2017**

—
 —

- Simultaneous implementation of the building recovery interventions in accordance with Measure B and Measure E

**2018
 -
 2019**

—
 —

- The end of the building recovery interventions is scheduled for this period and the handing over of 17 lodgings (Propriety of the Municipality of Florence)

**2020
 -
 2021**

—
 —

- No activities foreseen

BUDGET

€ 2,216,344
 Measure B
€ 622,038
 Measure E

**STATE OF
 IMPLEMENTATION**

EFFICACY INDICATORS:

- ✓ **79 LODGINGS CREATED IN ALL OF 2015**
- ✓ **65 LODGINGS FORESEEN IN THE PRELIMINARY PROJECT OF 1998**
- 2018:**
 - ✓ **2 BUILDING RECOVERY INTERVENTIONS**
 - ✓ **17 LODGINGS CREATED**

30. PROJECT MONITORED

OLTRARNO PROJECT

RESPONSIBILITIES

- Municipality of Florence - Directorate of Economic Activities and Tourism

GOAL

The Municipality of Florence and the Chamber of Commerce of Florence share the following strategic lines of action, towards which the project activities will be guided, both individually and in partnership between the signatories: economic animation and tourist promotion of the historic Oltrarno district; promotion of initiatives to support the creation of new craft enterprises or the development of those already in existence, through tools of training, updating, incubation and/or facilitated funding; support for initiatives of promotion-marketing of Florentine artistic craftsmanship, both by enterprises with premises in the Oltrarno district and those located more generally within the Florentine territory; identification of private technical partners for the development of European projects; participatory itineraries for the identification of projects and initiatives conceived to enhance the image of the district, leading to the selection of concrete actions to resolve the more critical situations of urban decay and to foster dialogue for the shared proposition and development of innovative solutions that accentuate the suggestive atmosphere of the streets and squares of the district.

MISSION

SAFEGUARDING - LIVING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("SCS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) Sharing and coordinating of actions with all authorities and other institutions, for enhancement of the Oltrarno area and consequent promotion of the sector of Florentine artistic craftsmanship and the local economic fabric
- 2) Enhancement of the Oltrarno district and its urban décor, also with a view to redistributing tourist flows
- 3) Enhancement of one of the most typical districts of Florence, restoring to due consideration lifestyle, the history and the traditions to be made known throughout the world as an authentic heritage of the city.

ACTIVITIES

- ✓ Recovery works of the Church of S. Carlo dei Barnabiti
- ✓ Inauguration of the recent renovations of the Conventino with the development of the *Officina Creativa Artex*
- ✓ Development of a Showroom of the Artistic and Traditional Craftsmanship and of a tourist reception and information point that enhances the cultural heritage of the district
- ✓ Enhancement of Piazza del Carmine, Piazza dei Nerli, Santa Maria Soprarno, Piazza del Cestello
- ✓ Acquisition and enhancement of the Granaio in the former Caserma Cavalli in Piazza Tasso and setting up of a digital hub for young people and start-ups
- ✓ Restoration of the ramps
- ✓ *Flight Project*
- ✓ Lighting of S. Spirito
- ✓ Enhancement of the green areas

EFFICACY INDICATORS

- | | |
|---|---|
| ✓ ANNUAL PRESENTATION OF THE <i>FLIGHT</i> MANIFESTATION IN THE OLTRARNO AREA 1/1 | CRAFTSMANSHIP ON THE PREMISES OF THE VECCHIO CONVENTINO (BY 2016) 1/1 |
| ✓ GREEN AREAS AND PLAYGROUNDS ENHANCED IN THE OLTRARNO AREA | ✓ RESTRUCTURING OF THE SQUARES OF THE OLTRARNO AREA 4/4 |
| ✓ INTEGRATED PROJECT FOR THE PROMOTION OF FLORENTINE ARTISTIC | ✓ CREATION OF THE APP AND GUIDEBOOK FOR THE OLTRARNO AREA 1/1 |

TIMELINE

OLTRARNO PROJECT

FIRST YEARS

- InfoPoint Project + Showroom
- *Flight* Project in the Oltrarno area
- Spaces and initiatives for promoting Florentine craftsmanship
- Opening of the Rose Garden with the open-air Folon museum all year round
- Enhancement of the Bobolino Garden

2016

2017

- In December 2016 the new recently renovated Conventino was inaugurated the development of the *Officina Creativa Artex*
- Presentation of the Oltrarno App + Guidebook in 2017
- Restructuring of the Church of San Carlo dei Barnabiti
- Enhancement of the squares: start of the enhancement works on Piazza del Carmine; Piazza dei Nerli
- Renovation of the décor (park benches, games, picnic tables, fencing) in the Oltrarno area
- Enhancement of the Boschetto Lapi at Piazzale Michelangelo
- Enhancement of the Carraia Garden
- Consolidation of the walls in the garden of Palazzo Vegni
- Enhancement of the Nidiaci Garden

2018

- Enhancement of the Carraia Garden
- *Flight 2018*
- July 2018: restoration of the ramps with funding from the Fondazione CR Firenze (€ 1,600,000)
- Acquisition and enhancement of the Granaio in the former Caserma Cavalli by the Fondazione CR Firenze
- Enhancement of the squares: Piazza del Carmine (2018) and Santa Maria Soprarno (2018)
- Recovery and clearing away of the slopes of Viale dei Colli (Machiavelli-Galilei-Michelangelo) with weeding - replanting of trees along Viale Galilei

2019

- *Flight 2019*
- Infopoint 2019 Project
- Lighting in S. Spirito (Sacristy + Church)
- *Officina Creativa*: training courses for artisans and guided tours
- Recovery and clearing away of the slopes of Viale dei Colli (Machiavelli-Galilei-Michelangelo) with weeding - replanting of trees along Viale Galilei

2020

-

2021

- Piazza Cestello
- *Flight 2020 e 2021*
- *Officina Creativa*

BUDGET

€ 370,000

Church of San Barnabiti

€ 60,000

Lighting in S. Spirito

€ 50,000

Parks and gardens 2016

€ 200,000

Rental of Conventino

€ 8,600,000

Acquisition of the Granaio, former Caserma Cavalli by the Fondazione CR Firenze

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

The commitment of the Florentine institutions to the enhancement of the Oltrarno area will continue. The renovating works will be completed in the Church of S. Carlo dei Barnabiti, which will host a Showroom of Artistic and Traditional Craftsmanship and place a tourist reception and information point for enhancing the cultural heritage of the district. At the same time the Granaio will come to life in the former Caserma Cavalli of Piazza Tasso thanks to the close collaboration of the University of Florence, the start-up of Nana Bianca and the Fondazione CR Firenze, which will provide innovative spaces for businesses in the Information and Communication Technology sector. This project also enters under the actions shared by the Memorandum of Understanding of the Florentine ecosystem of the services for creating innovative companies with close collaboration among the Municipality of Florence, the University of Florence, the Foundation for Research and Innovation, Nana Bianca and ImpactHub.

- ✓ ANNUAL PRESENTATION OF THE FLIGHT MANIFESTATION IN THE OLTRARNO AREA 1/1
- ✓ GREEN AREAS AND PLAYGROUNDS ENHANCED IN THE OLTRARNO AREA: OPENING ALL YEAR ROUND OF THE ROSE GARDEN WITH THE OPEN-AIR FOLON MUSEUM; ENHANCEMENT OF THE BOBOLINO GARDEN, CARRAIA GARDEN, BOSCHETTO LAPI AT PIAZZALE MICHELANGELO AND THE NIDIACI GARDEN; CONSOLIDATION OF THE WALLS OF THE GARDEN OF PALAZZO VEGNI; RENEWAL OF THE DÉCOR (PARK BENCHES, GAMES, PICNIC TABLES, FENCING) IN THE OLTRARNO AREA
- ✓ INTEGRATED PROJECT FOR THE PROMOTION OF FLORENTINE ARTISTIC CRAFTSMANSHIP ON THE PREMISES OF THE VECCHIO CONVENTINO (BY 2016) 1/1
- ✓ RESTRUCTURING OF THE SQUARES OF THE OLTRARNO AREA: PIAZZA DEI NERLI (2017), PIAZZA DEL CARMINE (2018) AND SANTA MARIA SOPRARNIO (2018) 3/4
- ✓ CREATION OF THE APP AND GUIDEBOOK FOR THE OLTRARNO AREA BY THE COMITATO OLTRARNO PROMUOVE 2.0 (CONSISTING OF COMMERCE AND CRAFT ASSOCIATIONS IN THIS SECTOR) 1/1

31. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

URBAN SIGNAGE

RESPONSIBILITIES

- Municipality of Florence – Directorate of Economic Activities and Tourism; UNESCO Office

GOAL

The goal of the signage project for the pedestrian wayfinding is to introduce measures for the protection and decorum of the cultural heritage of the Historic Centre, through a set of signs which contain simple and essential information (maps, drawings and pictograms), useful to move easier around the city.

The urban Signage is based on the completion of the project *Walking in Florence* and therefore, on the creation of the following activities: recognition and representation on a map of the installations already implemented, currently being carried out or already planned; analysis, identification and representation on the map of the additional signs required for completion of the general project; drawing up of a user manual including a technical datasheet for each sign and its relative positioning.

MISSION

KNOWING

TIMING

Long-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	
FLOODING OF THE RIVER ARNO	
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	

EXPECTED RESULTS

- 1) The designing of a series of signage elements and their positioning on crossroads and in significant urban sites: the orientation totems contain simple and essential information (maps, pictograms, tourist and place names information) and are characterised in particular by the use of parameters and indications referring to the time needed to cover a certain distance on foot (6/12 minutes - 500/1000 meters, travel time indexes now standardised at a European level).

ACTIVITIES

- ✓ Recognition and representation on maps of the installations implemented, currently being carried out or already planned
- ✓ Analysis, identification and representation on maps of additional signage elements necessary for completing the general project
- ✓ Drawing up of a user manual that will contain a technical datasheet for each sign and its positioning
- ✓ Drawing up of guidelines for enhancing the image of the city (urban décor, communication) in part already developed in the "Public Space" project of the UNESCO Office of the Municipality of Florence

EFFICACY INDICATORS

- ✓ IDENTIFICATION AND GEO-REFERENCING OF THE RELIGIOUS SITES, HISTORICAL BUILDINGS TOTEMS FOR THE POSITIONING AND REPLACEMENT OF THE SIGNAGE WITH HISTORICAL INFORMATION 1/1
- ✓ REWRITING OF THE HISTORIC TEXTS IN ITALIAN (TYPE C5) 1/1
- ✓ TRANSLATION INTO ENGLISH OF ALL THE TEXTS (TYPE C5) 1/1
- ✓ INCREASE AND REPLACEMENT OF THE WAYFINDING (TYPE C2) 1/1

TIMELINE URBAN SIGNAGE

2012

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- The signage project for the *Walking in Florence* pedestrian orientation developed from research work carried out in 2012. The goal of the project was the "construction" of a wayfinding system for the city of Florence, and the study and defining of the different types of signage

2017

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—

- Identification and geo-referencing of the religious sites, historical buildings, totems for positioning and replacing the signage with historical information
- Rewriting of the historic texts (type C5, signage dedicated to the religious sites)
- Translation into English (type C5, signage dedicated to the religious sites)
- Meetings with the Superintendency
- Increase and replacement of the wayfinding (type C2)

2018

—
2019

—
—

- Updating and revision of the contents of the signage dedicated to the monuments
- Replacing of the signage of the religious sites: creation of a dedicated C5 free-standing sign able to align with the wayfinding system, offering additional information possibilities
- Completion of the signage
- Insertion of the signage in a sample area

2020

—
2021

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- No activities scheduled

BUDGET

€ 400,000

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

The project is currently in the phase of discussion and approval of the contents and replacement and installation of the new signage in the city.

- ✓ 1/1 IDENTIFICATION AND GEO-REFERENCING OF THE RELIGIOUS SITES, HISTORICAL BUILDINGS, TOTEMS FOR THE POSITIONING AND REPLACEMENT OF THE SIGNAGE WITH HISTORICAL INFORMATION
- ✓ 1/1 REWRITING OF THE HISTORIC TEXTS IN ITALIAN (TYPE C5)
- ✓ 1/1 TRANSLATION INTO ENGLISH OF ALL THE TEXTS (TYPE C5)
- ✓ 0/1 INCREASE AND REPLACEMENT OF THE WAYFINDING (TYPE C2)

32. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

URBAN WASTE - URBAN STRATEGIES FOR WASTE MANA- GEMENT IN TOURIST CITIES

RESPONSIBILITIES

- Tuscan Regional Authority

GOAL

The goal of the *Urban Waste* project is the implementation of actions aimed at preventing waste production and improving its management in 11 European tourist cities, including Florence. These cities are in fact dealing with additional challenges due to the high tourist flows, often seasonal. The first design step is to analyse the urban metabolism of the tourist cities, in order to gain in-depth understanding of the interactions between tourist flows and territorial resources, and in particular, the impact generated by the production and management of waste. Starting from these analyses, through the development of a participatory path based on close interaction among technicians and decision-makers, private companies, associations, citizens and tourists, innovative shared strategies will be defined, tested and monitored in the pilot cities, capable of ensuring efficient and sustainable management of waste in these situations. To this end, a "Comunità di Pratica" (Community of Practice) has been established, entailing participation of the local actors.

MISSION

LIVING

TIMING

Medium-term action

SUSTAINABLE DEVELOPMENT GOALS (AGENDA 2030)



STRATEGIC OBJECTIVES OF THE WORLD HERITAGE CONVENTION ("5CS")

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Improvement of waste management by addressing the criticalities brought about by the high tourist flows
- 2) Promotion and structuring of a participation process of the key stakeholders for defining the waste management policies
- 3) Experimentation and monitoring of innovative strategies

ACTIVITIES

- ✓ Prevention of food waste: promotion of "doggy bags", introduction of specific menus (for children, half portions)
- ✓ Recovery of restaurant and hotel food to be donated for social solidarity purposes
- ✓ Promotion of the use of the public water supply
- ✓ Promotion of the recycling with new collection points and dissemination of instructions in various languages
- ✓ Communication campaign
- ✓ Creation of a WASTEAPP

EFFICACY INDICATORS

✓ **NUMBER OF STAKEHOLDERS
INVOLVED/ 35**

✓ **NUMBER OF INCOMING FACILITIES/
COMMERCIAL ACTIVITIES INVOLVED/ 30**

✓ **NUMBER OF ACTIONS IMPLEMENTED/ 6**

✓ **NUMBER OF TOURISTS INVOLVED/ 30,000**

TIMELINE URBAN WASTE - URBAN STRATEGIES FOR WASTE MANAGEMENT IN TOURIST CITIES

SINCE 2016

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—
—

- Analysis of the urban metabolism
- Setting up of a "Comunità di Pratica" (Community of Practice) and creation of three events:
 - Event launch on occasion of the marathon "Notturmo di San Giovanni"(St. John's Night) (June 2017)
 - 1st participatory design event for selecting the actions to be implemented (October)
 - 2nd event aimed at defining the Operational Plans (November)

2018

- 2019

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—

- In January-February 2018, the Operational Plans that have to be implemented were finalised, first in a trial phase, then in a final experimentation phase between May 2018 and December 2018
- In May 2018 a Memorandum of Understanding was signed by the stakeholders and the implementation of the measures was launched, to be carried out in the peak tourist season. Also foreseen are a communication campaign and the creation of a waste APP (WASTEAPP) that provides information to tourists on how to collect waste, and on the location of the separate waste collection containers and the water fountains
- The project will be concluded in 2019

2020

- 2021

—
—

- Promotion of the results of the project

BUDGET

€ 150,000

The project is funded through the Horizon 2020 programme; the Tuscan Regional Authority has obtained a contribution which first includes the personnel expenses (including travel expenses)

€ 23,000

For expenses related to the organisation of events and the printing of communication material.

STATE OF IMPLEMENTATION

EFFICACY INDICATORS:

The project started on 01.06.2016 and will end on 31.05.2019, however the actions initiated in the course of 2018 should continue and become permanent after the experimentation phase.

✓ **34 STAKEHOLDERS INVOLVED/ 35**

✓ **0 ACTIONS IMPLEMENTED/ 6:
CURRENTLY ALL THE ACTIONS
HAVE BEEN INITIATED BUT NOT YET
IMPLEMENTED**

✓ **9 INCOMING FACILITIES/COMMERCIAL
ACTIVITIES INVOLVED/ 30**

✓ **3,500 TOURISTS INVOLVED/ 30,000**

33. NEW PROJECT TO BE INCORPORATED IN THE REVIEW OF THE MANAGEMENT PLAN

**ATLASWH-
HERITAGE IN THE
ATLANTIC AREA:
SUSTAINABILITY OF
THE URBAN WORLD
HERITAGE SITES**

RESPONSIBILITIES

- Municipality of Oporto;
- Municipality of Florence; Municipality of Bordeaux;
- Edinburgh World Heritage;
- Consorcio de la Ciudad de Santiago de Compostela

GOAL

The goal of the European AtlaSWH EPA_631/2016 INTERREG Atlantic Area 2014 - 2020 project is to foster a thought-provoking and comparative analysis of the different World Heritage sites involved in the project in order to draw up a Sustainability Plan for each site and implement a shared methodology for an integrated management and monitoring model. The creation of a network of the World Heritage cities is also planned, dedicated to the exchange of skills and best practices regarding the management of the World Heritage sites. This common methodology for the planning, monitoring and governance of the five World Heritage cities (Oporto, Florence, Bordeaux, Edinburgh and Santiago de Compostela) will be updated over the years, based on the evolution and changes of each World Heritage site, thus making it possible to have shared solutions for the common challenges in the future.

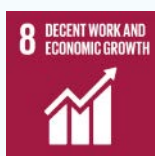
MISSION

LIVING

TIMING

Medium-term action

**SUSTAINABLE
DEVELOPMENT
GOALS
(AGENDA 2030)**



**STRATEGIC
OBJECTIVES OF
THE WORLD
HERITAGE
CONVENTION ("5CS")**

CREDIBILITY	•
CONSERVATION	•
CAPACITY BUILDING	•
COMMUNICATION	•
COMMUNITIES	•

CRITICALITIES

MASS TOURISM	•
URBAN TRANSPORT AND POLLUTION	•
FLOODING OF THE RIVER ARNO	•
DECREASE IN RESIDENTS	•
CONSERVATION OF MONUMENTS	•

EXPECTED RESULTS

- 1) Creation of a study on the common challenges of the five World Heritage sites
- 2) Creation of a Sustainability Plan
- 3) Dissemination of the results of the project

ACTIVITIES

- ✓ Oporto will guide the management and general coordination of the project by building the network and framework and ensuring the completion of the various phases of the project (WP – Work Packages). In addition, it will define the communication strategy (internal and external) and the dissemination of the activities and results of the project. As regards the intellectual contents of AtlaSWH, Oporto will establish a common methodology for the strategic management of the World Heritage sites in the Atlantic Area, for the purpose of pursuing a sustainable governance model for all the partners involved.

Florence will mainly deal with the development of a study of the common challenges, the collection of information on regulations, management models, international recommendations and best practices, comparing all the information collected, and producing a guide for the development of the *Sustainability Plans* and their implementation. Other activities that will see the involvement of Florence include the organisation of the second meeting of the cities (WP1 - October 2017); the organisation of training and awareness-raising activities for students, teachers, and

professionals (WP3); the development of a specific *Management and Sustainability Plan for Florence* and the organisation of training for managers/stakeholders on the *Management and Sustainability Plan for Florence* (WP7). Bordeaux will be responsible for the WP7 - Management Tools, that is, the creation of an initial database that will gather the information obtained through the diagnosis study. This database, which will be further developed and expanded, and the set of established indicators (with the creation of a manual of monitoring indicators), will allow each World Heritage site to establish a monitoring process. Finally, each partner will define the training workshops for their managers and personnel, to help them better understand and apply the *Management and Sustainability Plan*.
Edinburgh will guide the implementation of the strategic plan of transnational capitalisation and the transfer of national knowledge. The capitalisation activities will have a strong educational value, so much so that the local schools will participate in

the project and be made aware of its key concepts. In addition, a common training programme for local professionals will be established. In order to ensure more widespread public involvement, a "Week of the World Heritage Sites of the Atlantic Area" will also be organised.
Santiago de Compostela will be responsible for the WP4, that is, an initial Diagnosis dealing with the state of the art of each World Heritage site of the project. The aspects that will be addressed are for example: conservation of the buildings, public space, inhabitants, economic activities, environment, tourism, management tools, and the governance and sustainability model. Each partner city must identify its main criticalities, opportunities and aspects that could have positive/negative impacts in the future which influence the World Heritage site. After defining the common framework, each partner will provide a diagnosis of their own World Heritage site.

EFFICACY INDICATORS

- ✓ **DEVELOPMENT OF THE DIAGNOSIS 1/1**
- ✓ **DEVELOPMENT OF THE CRITICALITIES STUDY 1/1**
- ✓ **DEVELOPMENT OF THE DATABASE AND ENTERING OF THE MONITORING INDICATORS 1/1**
- ✓ **DEVELOPMENT OF TRAINING ACTIVITIES FOR PROFESSIONALS AND SCHOOLS 1/1**
- ✓ **WEEK OF DISSEMINATION OF THE RESULTS OF THE PROJECT 1/1**

TIMELINE ATLASWH- HERITAGE IN THE ATLANTIC AREA: SUSTAINABILITY OF THE URBAN WORLD HERITAGE SITES

2016

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2017

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- Development of the project and awarding of the *Interreg* programme
- Coordination of the project by Oporto

2018

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2019

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- First meeting of the project held in Oporto (30-31 January 2018) and presentation of the World Heritage sites involved in the project
- Start of the Diagnosis work by Santiago De Compostela (February – May/June/July 2018)
- Start of the Study of the common criticalities by Florence (August/September 2018 - 2019)
- Second meeting of the project in Florence (October 2018)
- Third meeting of the project in Oporto (April 2019)
- Fourth meeting in Santiago (November 2019)
- Communication

<div></div>	<ul style="list-style-type: none"> • Project coordination • Training activities in the schools • Defining of the methodology for the <i>Sustainability Plans</i> • Database, monitoring and benchmarking
<div>2020 - 2021</div>	<ul style="list-style-type: none"> • Fifth meeting in Bordeaux (May 2020) • Week of dissemination of the results (June 2020) • Sixth meeting in Edinburgh (November 2021) • Training activities in the schools • Training activities of the professionals • Operability of the methodology for the <i>Sustainability Plans</i> • Database, monitoring and benchmarking
<div>BUDGET</div>	<div>€ 1,822,665</div>

- ✓ DEVELOPMENT OF THE DIAGNOSIS: IN THE COMPLETION PHASE 0/1
- ✓ DEVELOPMENT OF THE CRITICALITIES STUDY: ACTIVITY STILL TO BE IMPLEMENTED 0/1
- ✓ DEVELOPMENT OF THE DATABASE AND ENTERING OF THE MONITORING INDICATORS: SEVERAL RELEVANT INDICATORS HAVE BEEN IDENTIFIED FOR THE CITIES IN THE PROJECT. THE DATABASE IS STILL TO BE CREATED 0/1
- ✓ DEVELOPMENT OF TRAINING ACTIVITIES FOR PROFESSIONALS AND SCHOOLS: ACTIVITY STILL TO BE IMPLEMENTED 0/1
- ✓ WEEK OF DISSEMINATION OF THE RESULTS OF THE PROJECT: ACTIVITY STILL TO BE CARRIED OUT 0/1

2.6. NEW CHALLENGES FOR THE MANAGEMENT OF THE HISTORIC CENTRE OF FLORENCE

During the monitoring, it was found that at the level of implementation of the projects:

- **The majority of the projects are still in progress**
- **Some projects are currently at a standstill; however, a start-up phase is foreseen in the future** (e.g. *Florence Heritage*)
- **Some of the projects are in their initial phase** (e.g. *Study of the Load Capacity*)
- **Some projects are yet to be developed** (e.g. *Heritage Florence Data*)

In addition, the monitoring of the projects of the Action Plan has led to the:

- **redefining, in some cases, of the title and extent of the project** (e.g. *Ele.C.Tra.*);
- **addition of other monitoring projects and the future revision of the *Management Plan*** (e.g. *Heritage Impact Assessment*).

For the defining and identification of new projects to be included in the monitoring and revision of the *Management Plan*, the *UNESCO/ICOMOS Advisory Mission*, held in Florence from 22 to 25 May 2017, has been fundamental. During the *Advisory Mission*, UNESCO/ICOMOS experts met with local and national authorities, citizens and associations, for the purpose of evaluating the *State of Conservation* of the site, having an overview of infrastructure projects and their impact, and suggesting short/medium/long-term actions.

The topics analysed during the *Advisory Mission* included:

- 1 the creation of the tramlines passing through the Historic Centre of Florence;
- 2 the hypothesis of creating an underground tram through the Historic Centre of Florence;
- 3 the creation of the high-speed railway tunnel;
- 4 the sale of public or semi-public monumental complexes to private subjects and the changing of their intended use for tourism purposes;
- 5 methodological criteria of the *Buffer Zone* area and the Belvedere points;
- 6 enlargement of the Florence airport;
- 7 waste management;
- 8 commodification of the historic and cultural heritage (advertising and temporary events);
- 9 construction of underground parking stations.

A report was drawn up by the UNESCO/ICOMOS experts after the *Advisory Mission* (that can be downloaded at the following link <http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/11/mis-174-may2017.pdf>). Several recommendations for the Historic Centre of Florence have been advanced in the report, including the following:

R4 that the City should specifically develop and maintain a register of buildings (regardless of ownership) that contribute to the cultural heritage of the city, but are 'at risk' as a result under-use and/or decay, as a basis for actively encouraging action by both public and



private owners;

R5 at the next review the plan (Management Plan) identifies more clearly how the Outstanding Universal Value is expressed through the physical and social fabric, defining the attributes of the site which carry its Outstanding Universal Value;

R6 Heritage Impact Assessment informed by the Guidance on Heritage Impact Assessments for Cultural World Heritage Properties (ICOMOS, 2011) be embedded as a process in managing the city. For infrastructure projects, it should begin when concepts are first suggested, with a correspondingly strategic assessment of their potential impacts (both direct and consequential) on cultural heritage, particularly OUV. HIA should then be developed and applied through options appraisal and all subsequent stages of project development.

These recommendations were taken into consideration during the monitoring of the *Management Plan*, with the identifying of new strategic projects to be included in the revision of the Plan, such as the following projects:

- *Heritage Impact Assessment – HIA, that complies with both Recommendations R5 and R6;*
- *Heritage Florence Data, that complies with Recommendation R4.*

These projects will be developed by the Joint Workshop between the Municipality of Florence and the University of Florence, **Heritage_CITYlab (18*)**.

Following is a list of the projects monitored which are considered appropriate to maintain and include in the future revision of the *Management Plan* of the Historic Centre of Florence, World Heritage site:

MANAGEMENT OF THE TOURISM SECTOR

- ✓ TOURIST DESTINATION MONITORING CENTRE (OTD)
- ✓ FLORENCE GREENWAY
- ✓ STUDY ON THE LOAD CAPACITY OF THE HISTORIC CENTRE
- ✓ FIRENZE CARD AND FIRENZE CARD+

New Projects identified during the monitoring phase to be included in the future revision of the *Management Plan* include:

- ✓ DESTINATION FLORENCE
- ✓ MOBILE ANALYTICS

18*. Heritage_CITYlab

In 2015, the Joint Research Workshop was established between the UNESCO Office of the City of Florence and the University of Florence, Heritage_CITYlab, in the aim of defining plans, actions and projects for the sustainable development of the World Heritage site, with particular reference to the Management Plan.

CONSERVATION AND KNOWLEDGE OF THE MONUMENTAL HERITAGE

- ✓ HECO (Heritage COlours)
- ✓ APPLICATION OF THE BUFFER ZONE
- ✓ NUOVI UFFIZI - WORKS OF ARCHITECTURAL AND STRUCTURAL RESTORATION, FUNCTIONAL ADAPTATION WITH THE INSTALLATION OF MECHANICAL, ELECTRICAL AND SPECIAL SYSTEMS
- ✓ GRAPHITI KOMMANDO
- ✓ FIRENZE PERBENE
- ✓ FLORENCE I CARE
- ✓ FLORENCE HERITAGE

New Projects identified during the monitoring phase to be included in the future revision of the *Management Plan* include:

- ✓ HERITAGE IMPACT ASSESSMENT (HIA)
- ✓ TOWN PLANNING REGULATIONS
- ✓ FLORENCE AND THE CULTURAL INHERITANCE OF ITS RELIGIOUS HERITAGE
- ✓ HERITAGE FLORENCE DATA

TRANSPORT SYSTEM

- ✓ BIKE SHARING
- ✓ E-MOBILITY
- ✓ LINES 2 AND 3 OF THE NEW TRAMWAY

THE RIVER ARNO AND CLIMATE CHANGE

- ✓ FLOOD RISK MANAGEMENT PLAN (PGRA)
- ✓ GUARDA IN FACCIA L'ALLUVIONE (FACE UP TO THE FLOOD)
- ✓ ARNO, UN FIUME PER AMICO (YOUR FRIEND THE RIVER ARNO)
- ✓ PROVISIONAL PLAN FOR THE HYDRAULIC RISK (PSRI)
- ✓ CIVIL DEFENCE OF THE MUNICIPAL MUSEUMS IN EMERGENCY

LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE

- ✓ REGULATION OF HISTORIC AND TRADITIONAL COMMERCIAL ACTIVITIES
- ✓ MEASURES FOR ENSURING THE PROTECTION AND DECORUM OF THE CULTURAL HERITAGE OF THE HISTORIC CENTRE - "UNESCO REGULATION"
- ✓ COMPLETION OF SOCIAL HOUSING IN THE FORMER MURATE COMPLEX
- ✓ OLTRARNO PROJECT

New Projects identified during the monitoring phase to be included in the future revision of the *Management Plan* include:

- ✓ URBAN SIGNAGE
- ✓ URBAN WASTE - Urban Strategies for Waste Management in Tourist Cities
- ✓ ATLASWH - Heritage in the Atlantic Area: Sustainability of the Urban World Heritage Sites



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