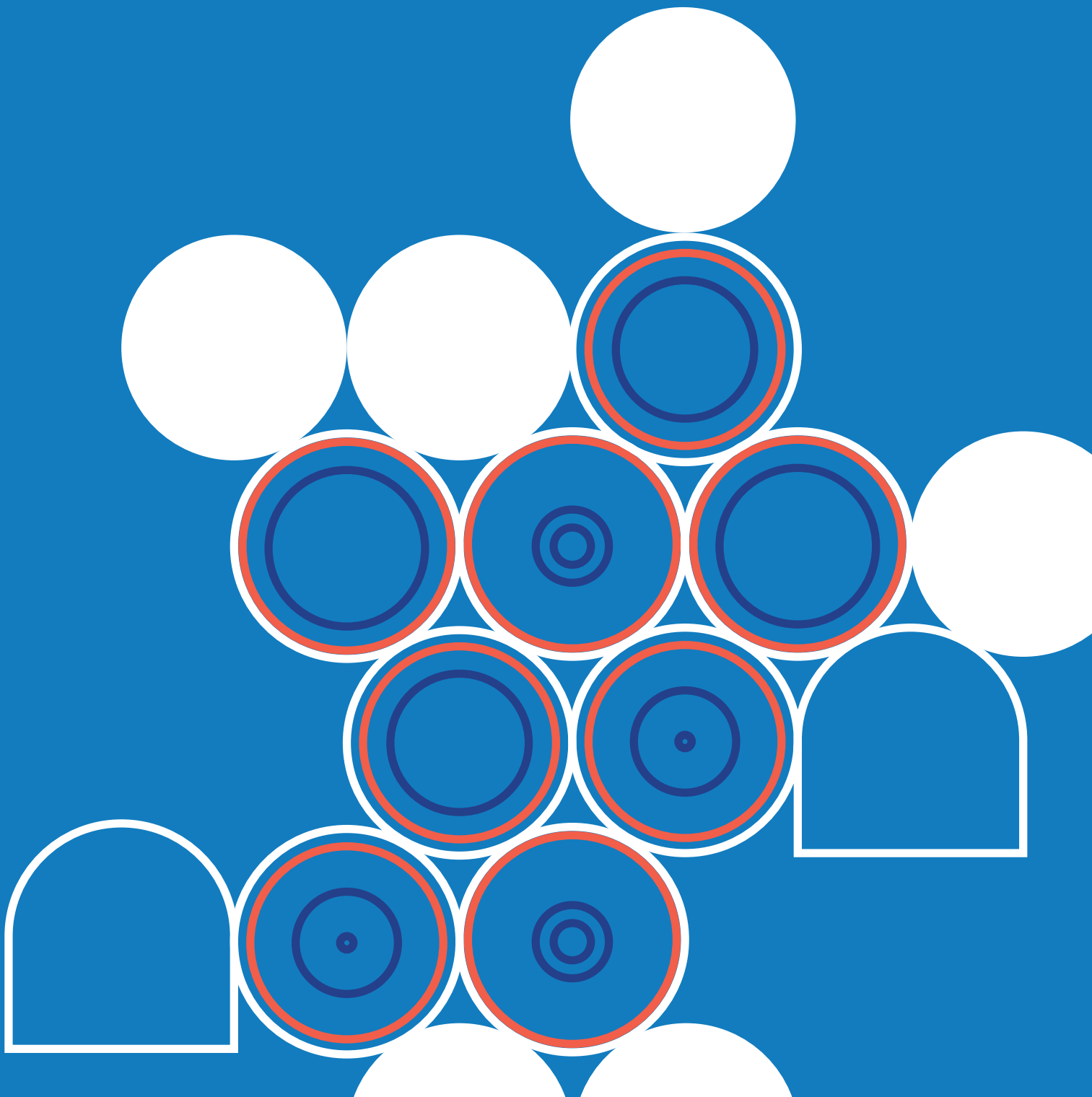


MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE

UNESCO WORLD HERITAGE

'22





FIRENZE
PATRIMONIO
MONDIALE

The Management Plan of the Historic Centre of Florence, approved by the City Council through resolution Number 670 of 30/12/2021, was drafted by the Florence World Heritage and Relations with UNESCO Office – Department of Culture and Sports of the Municipality of Florence, in collaboration with the research lab HeRe_Lab – Heritage and Research (University of Florence and Municipality of Florence) together with Associazione MUS.E.

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HeRe Heritage
Research Lab




MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE

UNESCO WORLD HERITAGE



2022



There are not many places in the world as clearly as on the banks of the Arno that are the twin arches of that invisible bridge between individual conscience -ever rebellious- and collective conscience, ever in search of truth. This city's greatest citizen was an Italian patriot that confirms it for us: for free men the fatherland is but the aspiration to a better world that always be won -humanity itself. Every statue, every picture, that we see in every Florentine stone we look at, we are not so arrogant as to conceive our original creative mission of education. Happily, we think no such thing.

world where one realizes so
no that wisdom and beauty
le bridge which leads from the
lious against its destiny- to man's
ch of general progress.
exile. His divine comedy
e longing for the lost
o another fatherland that may
ve stop and wonder at here,
, would give us the lie were
mission as a substitute for the
tors, artists, poets, and scholars.

Jaime Torres Bodet

former Director-General of UNESCO,
5th session of the UNESCO General Conference
Florence, 22 May, 1950 (excerpt)

FOREWORD

Dario Nardella | Mayor of Florence

The Historic Centre of Florence was declared a UNESCO World Heritage site in 1982, safeguarded under the *Convention Concerning the Protection of the World Cultural and Natural Heritage* of 1972, which is a cornerstone in the evolution of international strategies and policies on the protection and promotion of the cultural and natural heritage.

Florence has always been considered a property of humanity at large, a heritage that consists not only of those monuments that attract visitors from all over the world, but also of the cultural and literary works that great artists, poets and writers have passed on for all humanity and which have made Florence famous on a global level. Furthermore, our city, and Tuscany in general, is often associated with a vision that enhances and promotes the quality of the landscape. This is a result of the close connection Florence has with its surrounding environment, which includes hills, the countryside, as well as food and wine traditions connected to the territory. In 2015, with the establishment of the Buffer Zone of the property, both in the international panorama and in the context of local urban planning, we undertook the first step toward the safeguarding and enhancement of the system of relations between the city and the landscape, with the aim of thinking of Florence not only as a simple collection of historical buildings, but rather as a historical urban landscape that is in constant dialogue with the territory - an area that goes beyond the rigid formal limits of the concept of historic centre. This interrelation was highlighted in 2021 with the approval of the proposal for the extension of the limits of the World Heritage site to include an area of great value, not only in terms of culture but also of nature and the landscape.

This vision is strongly present in the Management Plan, which was first drafted in 2006 and updated in 2016, as a tool to conserve and enhance the World Heritage site. Three years after the publication of the *Monitoring of the Management Plan*, this year we present the second update of the Management Plan, an essential step for the correct management of the World Heritage site and for the application of everything that is required from the inscribed sites by the UNESCO World Heritage Centre.

During the past few years, the city of Florence is proud to have established an increasingly close relationship with UNESCO, hosting major events such as the Third UNESCO World Forum on Culture and Creative Industries, the 18th General Assembly of ICOMOS, the *Unity in Diversity* Forum which brought together a great number of Mayors from many countries throughout the world, the G7 Cultural Summit and the 2017 UNESCO/ICOMOS Advisory Mission, during which various projects involving the city were examined and positively assessed by international experts.

The aim is to strengthen this spirit of collaboration and interaction between countries as a reminder of the duty, in terms of protection and enhancement, that we have towards our heritage and to offer a moment of reflection on the strategic role that local communities can play in economic and cultural growth and in promoting peace and tolerance. 2022 will be a significant year for this commitment, which we wish to perpetuate: the city will host the summit for the celebration of the 50th anniversary of the ratification of the World Cultural and Natural Heritage Convention, titled "The Next 50", and will celebrate the 40 years of the inscription of the Historic Centre of Florence on the World Heritage list. I wish to take this opportunity to thank Councillor Cecilia Del Re, my delegate to the Management Plan, Lucia Bartoli, Deputy Director-General of our administration who has competently coordinated the activities related to the Management Plan, as well as Carlo Francini who, together with his group of collaborators, has been involved since 2006, with both passion and expertise, in the events relating to Florence as World Heritage.

Cecilia Del Re |Councillor for Urban planning, environment, urban agriculture, tourism, fairs and congresses, technological innovation, information systems, project coordination: Recovery Plan, smart city, UNESCO Management Plan

Florence as a new model for a smart and sustainable city

Over the past few years, Florence has been at the centre of numerous changes that have led to a greater awareness not only of its cultural heritage, but also of the natural heritage and the set of intangible values which are widely present throughout our territory. Our city is a living place, an environment of growth and transmission of a culture that is made of ideas, processes and customs. The increasing awareness of the city's multifaceted heritage has been accompanied by a constant evolution of municipal policies, which have combined actions based on innovation and sustainability and are therefore in line with the Sustainable Development Goals of the 2030 Agenda for Sustainable Development of the United Nations, which lie at the core of the municipal administration.

Through the Mayor's Term Programme, these transversal issues will also focus on the Historic Centre, a UNESCO World Heritage site, and for the first time also on the Buffer Zone, paying particular attention to the liveability in the Historic Centre and the enhancement of the city's heritage, a legacy that is built on culture and creative work. The implementation of international methodologies, promoted by UNESCO recommendations, as part of urban planning tools will facilitate the dissemination of innovative practices at the local level. From this perspective, both the Historic Urban Landscape approach, as a vision of integrated heritage management at the metropolitan level, and the Heritage Impact Assessment methodology, play a fundamental role. The latter, in fact, aims to become a strategic tool for municipal administration for monitoring major changes in the area from a heritage point of view and for providing effective guidelines to mitigate or even limit their effects.

The environment and the natural context in which Florence is located will assume an even greater role in the territory's planning and promotion strategies. The greater interaction between architectural and natural elements will increase the well-being of the inhabitants and the amount of green areas within a densely built urban fabric as an effective tool for responding to climate change, a critical issue for such a delicate urban context.

Environmental sustainability will also be supported by important initiatives such as *Firenze Città Circolare*, by the strengthening of the green mobility system and by the future Smart City Control Room, which will launch a system of governance based on the exchange of data between the municipal administration and entities providing public services. Innovation, technology and planning will also be the basis for the management of mass tourism, which afflicts the Historic Centre and has negative impacts on the residents, the environment and mobility. The Administration will strive to diversify tourist flows by focusing on a more conscious type of tourism and on sustainable tourism projects. Topics such as gender equality, inclusion, not only of residents but of all city users, and the consolidation of the role of young people should be central to municipal policies, ensuring the active involvement of these groups in participatory processes so as to make our city increasingly inclusive.

This Management Plan is configured as a coordinating tool which outlines a clear picture of the critical issues and strengths of the site and guides the joint efforts of the Florence World Heritage and Relations with UNESCO Office and the Municipality of Florence, in order to ensure the safeguarding of cultural and natural values, as well as the sustainability of the site for future generations.

Lucia Bartoli | Deputy Director-General of the Municipality of Florence

The Management Plan of the World Heritage site 'Historic Centre of Florence' is an essential coordination and planning tool for the preservation and enhancement of the city's heritage. Since the decision taken in 2004 by the Ministry of Culture to recommend the adoption of a Management Plan by all World Heritage sites, the Municipality of Florence has strived to give consistency and structure to an office dedicated to this task. The Management Plan is characterised by its transverse and interdisciplinary nature, implementing an integrated approach that combines the preservation of the site with the social and economic development of the territory in its broadest sense. Sustainable development and the adoption of good national and international practices have always been at the basis of the document, from its first drafting in 2006 until the most recent updating.

In order to monitor the progress of the policies and projects documented within it, from 2018 onward the Action Plan included in the Management Plan has been cyclically analysed through a monitoring process. The Management Plan and its Monitoring have become guidelines for strategic decisions taken by the Administration concerning the use of the city and its spaces. The involvement of the various Departments of the Municipality of Florence, of the active citizenship and of the various stakeholders in the drafting of these two programmatic tools has strengthened their role within territorial planning strategies even more.

Furthermore, the drafting of the Management Plan and its implementation are guided by the Steering Committee, a body that ensures an effective dialogue with and between the contexts present in the territory. In addition to the essential contribution of the Steering Committee and the continuous and persistent activities undertaken by the Florence World Heritage and Relations with UNESCO Office, the current Management Plan is the result of proposals and observations that emerged during the process of participation by institutions, associations and communities that operate within the Historic Centre for its preservation, enhancement and promotion. The further definition of the organisational role of the Steering Committee, which will be consolidated over the coming years, will ensure the implementation of strategies that are not only related to tourism and to the preservation of Florence's natural and cultural heritage, but also to trade, the creative industries, mobility, and the urban and economic development of the city, both at the urban and metropolitan levels.

Gabriella Farsi | Director of Culture and Sports of the Municipality of Florence

Almost 40 years have gone by since the Historic Centre of Florence was included in the World Heritage List in December 1982.

In order to enhance the value of such an important site, we know that the recognition of the cultural value (also of intangible nature) of the site itself is necessary, as well as the need for a “dynamic” safeguarding that transmits the history and the past of the site to the new generations.

One of the themes that the Florence World Heritage and Relations with UNESCO Office has been actively concerned with for years, regards the celebrations of historical anniversaries, with the planning of a variety of initiatives that create a link between historical events, heritage and everyday life, highlighting the values and attributes of the Outstanding Universal Value of the World Heritage site.

The importance of heritage, in fact, does not only lie in the cultural event itself, but in the wealth of knowledge, awareness and skills that are transmitted from one generation to the next.

Through collective and choral work we have established organising committees and defined an effective programme that narrates the story and the characters who have made the history of our city, strengthening knowledge, as well as the connection between citizenship and heritage.

Another project in which the Department of Culture and Sports has been directly involved is *Firenze Forma Continua*, which aims to narrate the evolution of the city and the territory using the city's circuit of walls as narrative device, with the broader objective of giving an account of the transformations and the history of places, reconnecting them to the entire system of cultural enhancement, attracting citizens and visitors alike, and creating connections between territory, people and heritage.

The system for the preservation and enhancement of cultural heritage developed by the Management Plan is a fundamental point of reference for the development and management of heritage from a collaborative perspective of great international scope.

Carlo Francini | Head of the Florence World Heritage and Relations with UNESCO Office, and site manager of the World Heritage site 'Historic Centre of Florence'.

Almost twenty years have passed since the former Councillor for Culture of the Municipality of Florence appointed me to represent the city at the celebrations of the 30th anniversary of the UNESCO *Convention Concerning the Protection of the World Cultural and Natural Heritage*, which took place in Venice in 2002.

That was the first time I came into contact with the reality of World Heritage and I would never have imagined then that during the following years I would be directly involved as site manager in the management of a property inscribed on the World Heritage List: a figure whose role is strategic, yet is struggling to find formal recognition at both the national and international levels.

Precisely at the beginning of the 2000s, the Italian government - in particular the Ministry of Culture - began to urge the territories which included properties inscribed on the World Heritage List to become aware of this reality, identifying officials who could devote themselves to the management of the sites.

Much progress in terms of management has been made within the Italian network of World Heritage sites since that first pioneering period and, together with many colleagues, a real awareness has grown concerning the role and tasks of the site manager.

Concerning the Florentine context, I can only confirm the decisive progress made in the direction indicated by the World Heritage Centre, both in adhering more effectively to the programmes and stimuli coming from Paris, from the Ministry of Culture and from the Italian National Commission for UNESCO, and in developing visions and actions that are specific to Florence.

This third updating of the Management Plan is aimed at continuing the path initiated in 2006, but also to set out on new paths without neglecting our mission: to ensure the safeguarding of the Outstanding Universal Value of the Historic Centre of Florence and to work towards a correct interpretation of its values and attributes.

Some of the strategic objectives that emerged during the development of the Plan have already been achieved: foremost among these was certainly the extension of the boundaries of the site up to the hill of San Miniato, but equally important were the mapping of values and attributes of the Outstanding Universal Value and the development of a specific model for Heritage Impact Assessment (HIA).

Others will be pursued during the years to come: the improvement of the database system for the management of the site, the project *Firenze Forma Continua* regarding the knowledge of the evolution of the city and the territory, and the full inclusion of UNESCO values within the urban planning and programming carried out by the Municipality of Florence, with specific attention to the 2011 *UNESCO Recommendation on the Historic Urban Landscape*.

Our activities as, for that matter, our entire way of life, have been seriously compromised by the impact of the COVID - 19 pandemic, and much of what we could have done in direct presence has been replaced with remote meetings and digital activities.

Thanks to the co-joint laboratory *HeRe Lab - Heritage Research* and the Associazione MUS.E we have managed to maintain a direct contact with citizens, associations and institutions, thus being able to involve in our activities a community that has been affected by the pandemic but not is not yet resigned. A community that will increasingly have to be at the centre of our actions, precisely from the perspective of those "heritage communities" invoked by the *Faro Convention*, which are the only legitimate custodians of the heritage, both tangible and intangible.

The activities and projects included in the Action Plan, both those of our own direct initiative and those which institutions and associations have shared with us, will be under our attention through a constant monitoring process. Many contributions were received by our office and it was necessary to make a selection together with the site's Steering Committee. All projects consistent with our goals have been listed in the plan and we will invite those in charge of them to provide us with updates on their progress.

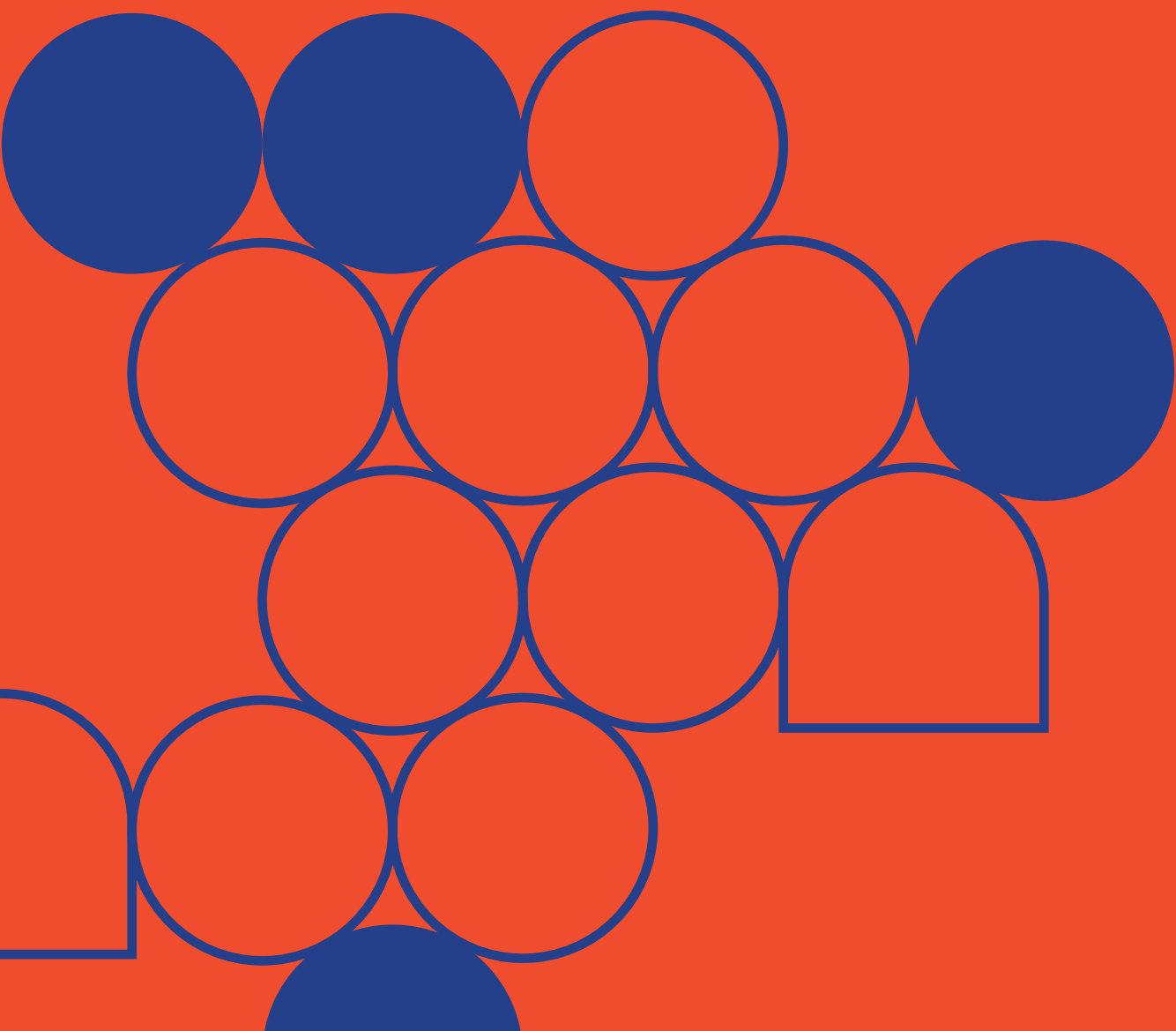
In November, 2022, Florence will host the 50th anniversary of the *Convention Concerning the Protection of the World Cultural and Natural Heritage*. The event has a suggestive title: "The Next 50".

While we await this event, so important for our city, as well as for our country and for all the States which adhered to the Convention, we must ask ourselves if we are truly aware of the extent of the challenges that we are called to face in the future: the aftermath of the pandemic, climate change and its impact on the protection of the cultural and natural heritage, threats related to the trafficking of cultural properties, the destruction of heritage in war-torn areas, wild tourism which distorts places and marginalised communities. World Heritage will be at the forefront, together with the communities they belong to, ready to respond to the challenges of the future like sentinels on the city walls waiting for the dawn to come.

All of our work over the years would not have been possible without the help and dedication of countless individuals. I cannot, in this short space, thank everyone as I would wish to. We will continue to work tirelessly to include as many contexts as possible, those which have not actively contributed to the drafting of this Management Plan as well as those that we have overlooked, and to give substance to a living and inclusive heritage community.







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ABBREVIATIONS

DIDA Department of Architecture, University of Florence

DISEI Department of Economics and Management, University of Florence

EIA Environmental Impact Assessment

HeRe_Lab - Heritage Research

HIA Heritage Impact Assessment

ICCROM International Centre for the Study of the Preservation and Restoration of Cultural Property

ICOMOS International Council on Monuments and Sites

IUCN International Union for Conservation of Nature

MiC Ministry of Culture

MP Management Plan

OG Operational Guidelines

OP Municipal Operational Plan

OUV Outstanding Universal Value

SABAP Superintendence for Archaeology, Fine Arts and Landscape of the Metropolitan City of Florence and the Provinces of Pistoia and Prato

SAGAS Department of History, Archaeology, Geography, Arts and Performing Arts, University of Florence

SEA Strategic Environmental Assessment

SP Structural Plan

UNESCO United Nations Educational, Scientific and Cultural Organization

UNIFI University of Florence

UR Urban Planning Regulation

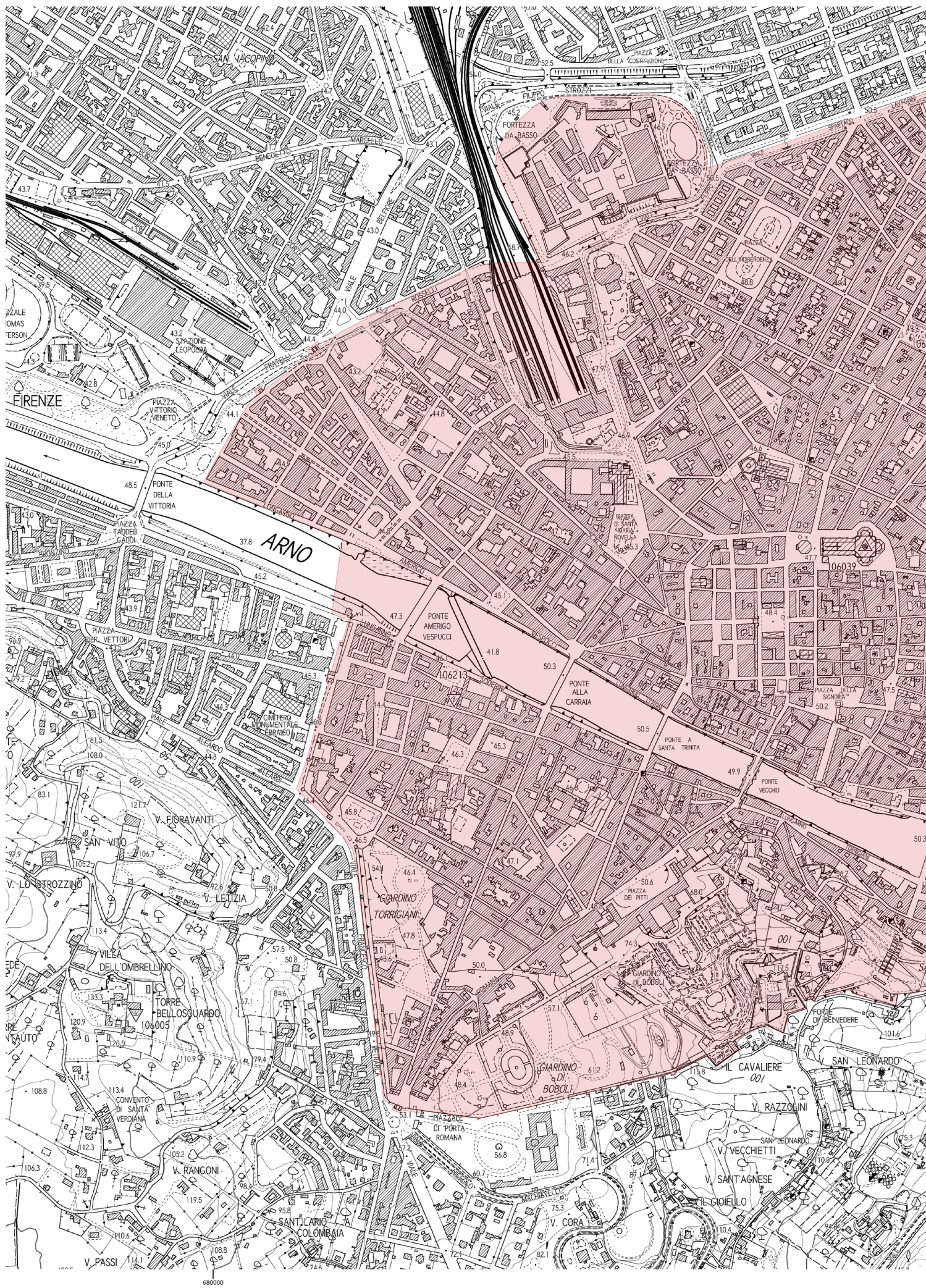
HOW TO READ THE MANAGEMENT PLAN

- **What is UNESCO?** | See Annexe 1 at page 142
- **What are the national and international institutions connected to UNESCO?** | See Annexe 1 at page 143
- **What is the 1972 UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage?** | See Annexe 5 at page 149
- **What are the Operating Guidelines for implementing the World Heritage Convention?** | See Annexe 5 at page 151
- **What is the Outstanding Universal Value (OUV)?** | See Annexe 5 at page 151
- **What is the Statement of Outstanding Universal Value?** | See Annexe 5 at page 151
- **What is Periodic Reporting?** | See Annexe 5 at page 151
- **Why is the Historic Centre of Florence a World Heritage site?** | See page 24
- **What is the area of the city of Florence inscribed on the World Heritage List?** | See Annexe 2 at page 145
- **What is the Vision and Mission of Florence World Heritage?** | See page 47
- **How is the governance of the World Heritage site structured?** | See page 48
- **Which are the strengths and weaknesses, opportunities and threats of the Historic Centre of Florence?** | See page 56
- **What is the Heritage Impact Assessment?** | See page 54
- **What is the Management Plan, and what is its purpose?** | See page 65
- **What's new in the updated version of the Management Plan?** | See page 66
- **How was the process for promoting involvement in the Management Plan organised?** | See page 69
- **What is the Action Plan?** | See page 72
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- **What are the 5Cs?** | See page 74

CHAPTER 1

INTRODUCTION TO THE WORLD HERITAGE SITE, HISTORIC CENTRE OF FLORENCE

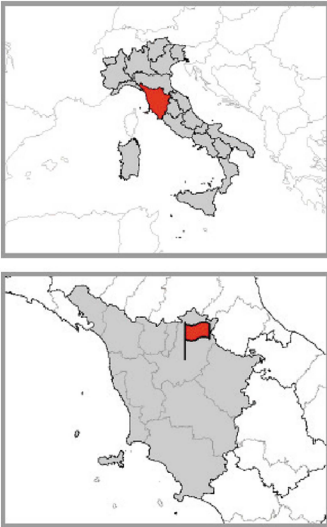






IT 174
Iscrizione 1982
Inscription 1982

Historical Centre of Florence



LEGEND

Area of the
World Heritage Property

Surface in hectares

Core Zone:
532 Ha

Site coordinates

Latitude:
N43 46 23.016

Longitude:
E11 15 21.996

Scale:
1 : 4.000

2022

SR:
EPSG:32632-VGS84/UTM Zone 32 N

SITE SUMMARY INFORMATION SHEET

number of reference

174ter

date of inscription

17.12.1982

inscriptionn criteria

I, II, III, IV, VI

latitude

N43 46 23.016

longitude

E11 15 21.996

core zone

532 ha

buffer zone

10,453 ha

residents in the historic centre
| settembre 2021

65.151

residenti in the municipality
of florence | settembre 2021

366.427

Historic Centre of Florence

UNESCO World Heritage site

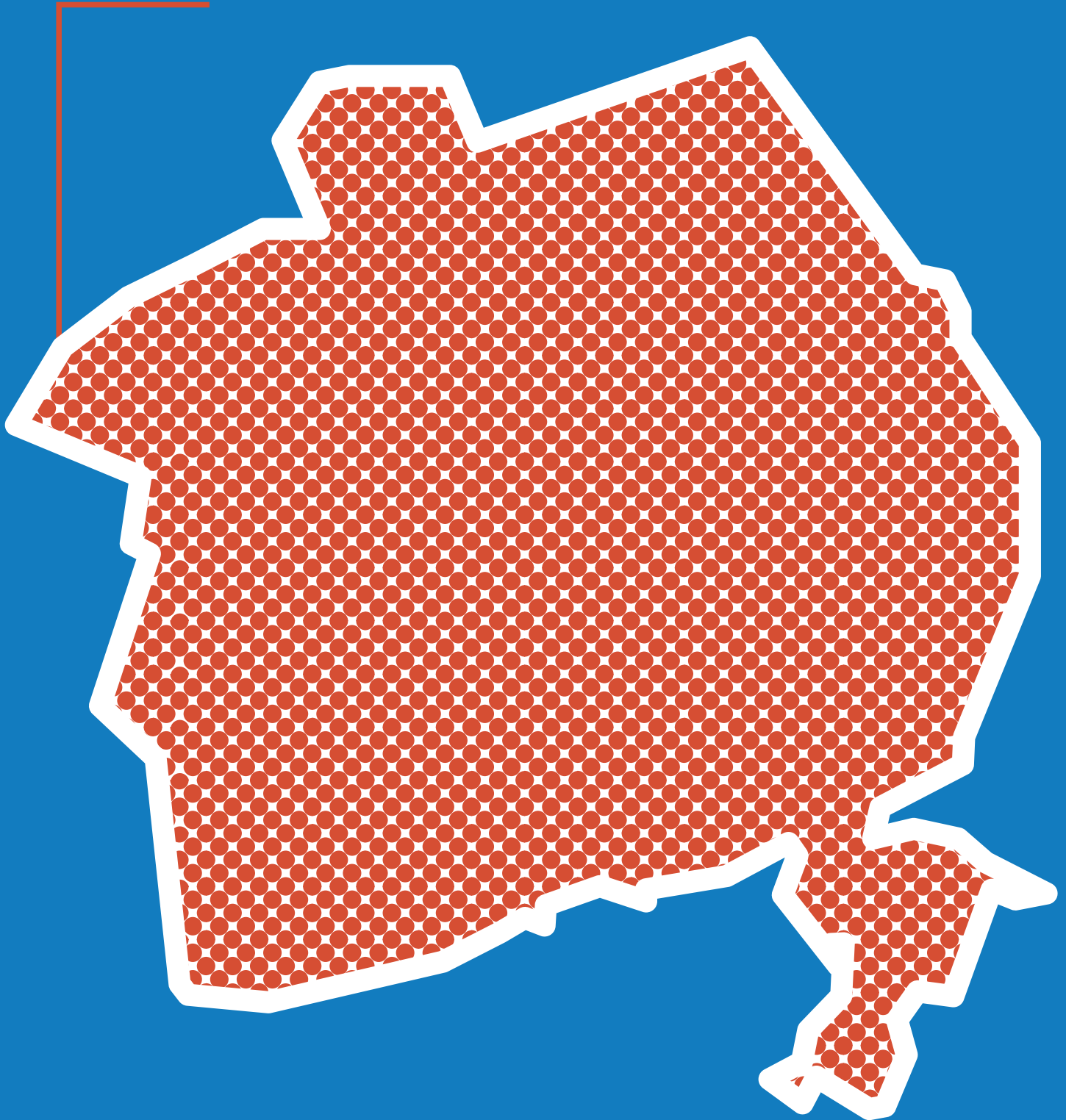


FIG. 1
Map of the updated perimeter of
the Historic Centre of Florence,
UNESCO World Heritage site

1.1

Florence World Heritage: the Outstanding Universal Value

The inscription of a site on the World Heritage List not only sanctions the recognition of its importance, but also establishes a responsibility towards a heritage that is no longer to be considered as belonging merely to the local and national levels, but has become global, in other words belonging to the whole of humanity, and involving past, present and future generations. At the same time, this inscription is a valuable opportunity for reflecting on and analysing the opportunities for a form of development that is capable of involving local resources in a series of integrated actions regarding protection, preservation and cultural and economic enhancement. This precious recognition highlights the uniqueness of the site and its outstanding value on a global level, and consequently the entire international community has a responsibility to participate in its safeguarding.

The fundamental document for the protection of the properties inscribed on the World Heritage List is the *Convention Concerning the Protection of the World Cultural and Natural Heritage*, adopted on November 16, 1972, according to which each of the States Parties to the Convention assumes the obligation, detailed in art. 4, to ensure the identification, protection, preservation, enhancement and transmission to future generations of the cultural and natural heritage located in its territory.

The international, national, and above all the local communities are called upon to defend the Outstanding Universal Value of World Heritage properties, in the awareness that their diminution/damage/destruction is a very serious loss for the whole of humanity. It is essential to understand the values that are the basis of UNESCO itself, which was established on November 16, 1945 and called, as stated in the first article of its Constitution, to “contribute to peace and security by promoting co-operation among the nations through education, science and culture [...] and that in order to achieve this purpose the organisation will maintain, increase and diffuse knowledge to ensure the preservation and protection of the world’s inheritance of books, works of art and monuments of history and science”.

The *Operational Guidelines for the implementation of the World Heritage Convention* constitute a useful tool for the practical implementation of the World Heritage Convention. First established in 1977, the Operational Guidelines are periodically updated: the text currently in force dates back to July 2019.

The *Statement of Outstanding Universal Value* represents the reasons behind the inscription of every property/site on the List, and is the reference for developing the Management Plan. The document includes: a brief description of the site, the selection criteria, the declaration of integrity and authenticity, as well as the methods for the management and protection of the heritage. In fact, for a property/site to be inscribed on the World Heritage List, it is necessary that it presents Outstanding Universal Value.

OUTSTANDING UNIVERSAL VALUE

An Outstanding Universal Value (OUV) is defined in Article 49 of the *Operational Guidelines* as a “cultural and/or natural significance that is so outstanding that it transcends national boundaries and is of common importance to present and future generations of all humanity. As such, the permanent safeguarding of this heritage is of the utmost importance for the international community as a whole” (UNESCO, 2019).

Interpreting and communicating the Outstanding Universal Value is central to the implementation of the *World Heritage Convention*. Furthermore, it is important to understand that the notion of Outstanding Universal Value is not a static one, but must constantly adapt to changes in the context in which the site is located, especially in cases such as that of the Historic Centre of Florence, a city that has a living human fabric and is constantly changing. The challenge, in fact, is to maintain a balance between tradition and development within the stratified urban context.

For an asset to be considered as having Outstanding Universal Value, it must:

- satisfy one or more selection criteria;
- satisfy conditions of Integrity and Authenticity;
- have an adequate system of protection and management in order to ensure its safeguarding.

THE WORLD HERITAGE SELECTION CRITERIA

Criterion I - to represent a masterpiece of human creative genius;

Criterion II - to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;

Criterion III - to bear a unique or at least exceptional testimony to a cultural tradition or to a civilisation which is living or which has disappeared;

Criterion IV - to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;

Criterion V - to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change;

Criterion VI - to be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance;

Criterion VII - to contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;

Criterion VIII - to be outstanding examples representing major stages of earth’s history, including the record of life, significant on-going geological processes in the development of land-

forms, or significant geomorphic or physiographic features;

Criterion IX - to be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;

Criterion X - to contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.

Integrity

Integrity measures the extent to which the natural and/or cultural heritage and its attributes is complete and intact. The condition of integrity is based on three elements:

- that the site include all the necessary elements for expressing its Outstanding Universal Value;
- that the site be of adequate size for ensuring the full representation of its features and of the processes that transmit the meaning of the property;
- that the site be free from the negative effects of development and/or negligence.

The concept of Integrity is defined in detail in paragraphs 87-95 of the *Operational Guidelines*.

Authenticity

Authenticity can be construed as the requirement of credibility/genuineness, in other words, the inscribed site should truly be what it claims to be. The degree to which sources of information regarding the value of the site are accepted as credible or truthful. Cultural heritage must first be considered and evaluated within the cultural context to which it belongs. The full concept of Authenticity is detailed in paragraphs 79-86 of the *Operational Guidelines*, among which §82 indicates a number of possible varieties of attributes that can express the Authenticity of a World Heritage site:

- form and design;
- materials and substances;
- use and function;
- traditions and techniques;
- position and setting;
- language and other forms of intangible heritage;
- spirit and feeling;
- other internal and external factors.

STATEMENT OF OUTSTANDING UNIVERSAL VALUE OF THE HISTORIC CENTRE OF FLORENCE

On the occasion of the 6th session of the World Heritage Committee, which was held in Paris at UNESCO Headquarters on December 17, 1982, the Historic Centre of Florence was included in the World Heritage List (in chronological order, 4th Italian site and 174th site on the World Heritage List). The Italian Government, on April 14th 1981, had presented to UNESCO, through the Ambassador of the Permanent Delegation of Italy to UNESCO, Guglielmo Folchi, the Nomination Dossier of the Historic Centre of Florence, prepared in accordance with the rules established by the World Heritage Convention. ICOMOS (International Council of Monuments and Sites), which is the Advisory Body in charge of evaluating the concrete possibility of inscribing the Florentine site, drew up, in December 1981 and on the basis of the six cultural criteria provided in the context of the World Heritage Convention, a report in which it listed the justification for the inscription and identified with rigorous precision the selection criteria (five criteria: I, II, III, IV, VI). The Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence was given the task of reviewing and commenting on the annotations made in 2012 by the Advisory Bodies (ICOMOS, ICCROM and IUCN) to the *Statement of Outstanding Universal Value*, revising and updating it to the new format. In 2014, at its 38th session in Doha, Qatar, the World Heritage Committee reviewed the document and adopted the submitted *Retrospective of the Outstanding Universal Value* (WHC-14/38 COM/8E), thereby accepting the new OUV of the Historic Centre of Florence. Below is the official text of the 2014 Retrospective of Outstanding Universal Value, including a brief summary of the inscribed site, its conditions of Integrity and Authenticity, and the System of Protection and Management.

Brief summary

Florence was built on the site of an Etruscan settlement and the later ancient Roman colony of Florentia (founded in 59 BC). This Tuscan city became a symbol of the Renaissance during the early Medici period (between the 15th and the 16th centuries), reaching extraordinary levels of economic and cultural development. The present historic centre covers 532 ha and is bounded by the remains of the city's 14th and 16th century walls. These walls are represented by surviving gates, towers, and the two Medici strongholds: that of Saint John the Baptist in the north, popularly known as "da Basso", and the Fort of San Giorgio del Belvedere located amongst the hills of the south side. The Arno River runs east and west through the city and a series of bridges connects its two banks including Ponte Vecchio and Ponte Santa Trinita.

Seven hundred years of cultural and artistic blooming are tangible today in the 14th-century Cathedral of Santa Maria del Fiore, the Church of Santa Croce, the Palazzo Vecchio, the Uffizi gallery, and the Palazzo Pitti. The city's history is further ev-

ident in the artistic works of great masters such as Giotto, Brunelleschi, Botticelli and Michelangelo.

The Historic Centre of Florence can be perceived as a unique social and urban achievement, the result of persistent and long-lasting creativity, which includes museums, churches, buildings and artworks of immeasurable worth. Florence had an overwhelming influence on the development of architecture and the fine arts, first in Italy, and then in Europe. It is within the context of Florence that the concept of the Renaissance came to be. This heritage bestows upon Florence unique historical and aesthetic qualities.

Inscription criteria

Criterion I - The urban complex of Florence is in itself a unique artistic realization, an absolute chef-d'œuvre, the fruit of continuous creation over more than six centuries. In addition to its museums (the Archaeological Museum, Uffizi, Bargello, Pitti, Galleria dell'Accademia), the greatest concentration of universally renowned works of art in the world is found here – the Cathedral of Santa Maria del Fiore, the Baptistery and the Campanile of Giotto, Piazza della Signoria dominated by Palazzo Vecchio and the Palazzo Uffizi, San Lorenzo, Santa Maria Novella, Santa Croce and the Pazzi chapel, Santo Spirito, San Miniato, and the Convent of San Marco which houses paintings of Fra Angelico.

Criterion II - Since the Quattrocento, Florence has exerted a predominant influence on the development of architecture and the monumental arts – first in Italy, and throughout Europe: the artistic principles of the Renaissance were defined there from the beginning of the 15th century by Brunelleschi, Donatello and Masaccio. It was in the Florentine milieu that two universal geniuses of the arts – Leonardo da Vinci and Michelangelo – were formed and asserted.

Criterion III - The Historic Centre of Florence attests in an exceptional manner, and by its unique coherence, to its power as a merchant-city of the Middle Ages and of the Renaissance. From its past, Florence had preserved entire streets, fortified palaces (Palazzo Spini, Palazzo del Podestà, Palazzo della Signoria), lodges (Loggia del Bigallo, Loggia dei Lanzi, Loggia degli Innocenti and del Mercato Nuovo), fountains, a marvellous 14th-century bridge lined with shops, the Ponte Vecchio. Various trades, organized into prosperous arts have left several monuments such as the Or San Michele.

Criterion IV - Florence, a first-rate economic and political power in Europe from the 14th to the 17th century, was covered during that period with prestigious buildings which translated the munificence of the bankers and the princes: Palazzo Rucellai, Palazzo Strozzi, Palazzo Gondi, Palazzo Riccardi-Medici, Palazzo Pandolfini, Palazzo Pitti and the Boboli Gardens – as well as the sacristy of San Lorenzo, the funerary chapel of the Medici, and the Biblioteca Laurenziana and others.

Criterion VI - 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.

Integrity - The Historic Centre of Florence comprises all the elements necessary to express its Outstanding Universal Value. Surrounded by Arnolfian walls that date to the 14th century, the city includes the “quadrilatero romano,” which is made up of the present Piazza della Repubblica, the narrow, cobblestone streets of the medieval city, and the Renaissance city. The urban environment of the historic centre remains almost untouched and the surrounding hills provide a perfect harmonious backdrop. This landscape maintains its Tuscan features, adding to its value.

Many of the threats to the historic centre relate to the impact of mass tourism, such as urban traffic air pollution, and of the decreasing number of residents. Natural disasters, specifically the risk of floods, have been identified as a threat to the cultural heritage and landscape. The 2006 Management Plan addresses this concern by defining emergency measures to be taken in the case of flooding.

Authenticity - The setting of Florence, surrounded by the Tuscan hills and bisected by the Arno River, has remained unchanged throughout the centuries. Florentines, aware of their own architectural past, have been able to preserve original building techniques with traditional building materials such as “pietra forte”, “pietra serena”, plasterwork, and frescoes. The Historic Centre of Florence has safeguarded its distinguishing characteristics, both in terms of building volume and decorations. The city has respected its medieval roots such as its urban form with narrow alleyways, and its Renaissance identity, exemplified by Palazzo Pitti's imposing structure. These values are still appreciable within the historic centre, notwithstanding the 19th-century transformations undertaken during the period in which Florence served as the capital of Italy.

Unique Florentine handicraft and traditional shops in the historic centre are a concrete testimonial to the local past. Thus, they guarantee continuity for an outstanding tradition perpetuating the historical image of the city.

Protection and management requirements

The components of the property within its 532 ha boundary are under various private, religious, and public ownership and subject to a number of measures for their protection. National provisions provide for the protection and preservation of cultural heritage (D.lgs 42/2004), which regulates on behalf of the “Ministero dei Beni e delle Attività Culturali e del Turismo” all actions that may affect the cultural heritage of the site.

Since 2006, the Historic Centre of Florence has a Management Plan in place naming the Municipality of Florence as the party responsible for the World Heritage property.

Moreover, within the city's Master Plan, Florence has put in place a tool for urban planning which identifies the historic centre as a place of cultural and environmental concern. In this area, only conservation and restoration practices are put into action. In particular the Structural Plan outlines the strategies and innovations identified for the city's future: it foresees an improvement to living conditions for residents, improvements to tourism, and initiatives to increase awareness of the histor-

FIG. 2
Map of the attributes of Outstanding
Universal Value of the Historic Centre of Florence



Legenda Attributi OUV

Perimetro Core Zone del Centro Storico di Firenze Patrimonio Mondiale

Criteri

- Criterio I
- Criterio III
- Criterio IV
- Integrità



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ic centre as a World Heritage property. Associated with this initiative is a building policy which controls activities in the historic centre.

The Municipality, as the party responsible for the site, has created an ad hoc office responsible for the Management Plan and to carry out tasks for the site's conservation and development. The office identifies and develops the guidelines with other managing parties, plans the shared actions, and supervises the progress of the projects.

The Management Plan works to safeguard and conserve the urban structure and to maintain and increase the relationship between the traditional social-economic practices and the cultural heritage of the city (UNESCO World Heritage Centre, 2014).

1.2

Values and attributes of the site

VALUES AND ATTRIBUTES OF OUTSTANDING UNIVERSAL VALUE

Identifying the values and attributes of the Historic Centre of Florence in a precise and detailed manner is a fundamental action to be undertaken for the correct understanding and interpretation of the elements which constitute the World Heritage site, thus helping to enhance its management. Furthermore, this process lies at the basis of every application of the Heritage Impact Assessment (see project 5) for analysing and monitoring efficiently any possible changes and impacts on the OUV.

The process of accurately identifying the values and attributes of the Historic Centre of Florence initiated in response to Recommendation 5 of the UNESCO/ICOMOS Advisory Mission held in Florence in 2017, which suggested determining the way in which Outstanding Universal Value was expressed through the material and social fabric of the site, thus defining its attributes. Updating the Management Plan was considered the ideal process through which to carry out the identification of these attributes and establish their importance within the context of the Outstanding Universal Value of the site.

The documentation provided by the World Heritage Centre and the Advisory Bodies does not specify how to structure this process, nor is there an internationally recognised standardised process. For this reason, a process was developed specifically for the Historic Centre of Florence which includes six main phases for identifying the said values and attributes:

A | Development of the template for the OUV Table of Values and Attributes

Determination of the structure of the table. Division into four columns:

- Criteria/conditions: distributed on the basis of the general compositional elements of the *Statement* (Selection Criteria, conditions of Authenticity and Integrity).
- Values: inclusion of the values specified within the *Statement* which confer to the site its Outstanding Universal Value.
- General attributes: identification of the attributes, intended as those elements that substantiate the OUV, following the definition of paragraph 82 of the *Operational Guidelines* (version of 2019), which states that: "the cultural value of the site is credibly expressed through a variety of attributes including:
 - * form and design
 - * materials and substance
 - * use and function
 - * traditions, techniques and management systems
 - * location and setting
 - * language and other forms of intangible heritage
 - * spirit and feeling, and
 - * other internal and external factors".

- Specific attributes: specific and tangible attributes, differentiated from generic attributes since they indicate a precise and concrete asset that can be georeferenced on a map (useful in phase 3 which regards the mapping of values and attributes).

B | Understanding and analysis of the site's *Statement of Outstanding Universal Value*

The OUV is enunciated in the *Statement* of the site, a fundamental document which presents the motivations for the inscription of the site on the *World Heritage List*. The in-depth and analytic interpretation of the document is therefore the first step for summarising and schematically arranging its contents.

C | Extrapolation of data

The keywords regarding the values and attributes of the site are identified and underlined.

D | Interpretation and inclusion of the values and attributes of the OUV

The keywords identified are differentiated between values and attributes (generic and specific) and located in the reference column. In total, approximately 38 OUV-specific attributes were identified.

E | First approval of the OUV Table of Values and Attributes

Thanks to multiple discussions held with the multidisciplinary team of the joint HeRe_Lab and consultations with experts, the table was revised, updated, and refined on several occasions. The latest version of the table was presented to and positively received by the Steering Committee at the meeting on November 14, 2019.

F | Mapping and georeferencing of specific OUV attributes

The data, information and knowledge acquired during the development of the *Table*, were mapped in a geographical information system which allows to visually perceive the distribution in space of specific attributes.



At the end of this process, a first *Table of Values and Attributes of the Outstanding Universal Value of the Historic Centre of Florence* was developed, allowing the values and attributes explicitly mentioned in the *Statement of Outstanding Universal Value* (updated in 2014) to be defined from a different, clearer and more direct perspective.

CRITERIA/ CONDITIONS	Values	Generic Attributes	Specific Attributes
		Assets/elements that substantiate the value of the site which, according to the Operational Guidelines for Implementing the World Cultural and Natural Heritage Convention of 2019, can express: <ul style="list-style-type: none"> • form and design; • materials and substances; • use and function; • traditions and techniques and management systems; • position and setting; • language and other forms of intangible heritage; • spirit of the place and perception. 	Assets/elements that specify generic attributes and can be geo-referenced on a map.
Criterion I	Urban ensemble as unique artistic achievement	Historical urban structure (historical fabric, streets and squares, urban matrix) and Monumental complexes	<ul style="list-style-type: none"> • Cathedral of Santa Maria del Fiore with the Baptistery of San Giovanni, Giotto's Campanile • Piazza della Signoria with Palazzo Vecchio and Palazzo degli Uffizi • San Lorenzo • Santa Maria Novella • Santa Croce and the Cappella Pazzi • Santo Spirito • Church of San Miniato • Convent of San Marco which houses the paintings by Beato Angelico
	World's highest concentration of world-renowned works of art	Monumental Complexes and Museums	<ul style="list-style-type: none"> • Uffizi Gallery • Bargello Museum • Palazzo Pitti • Gallery of the Academy
Criterion II	Influence on the development of architecture and the monumental arts in Italy and throughout Europe	Works of architecture, painting and sculpture by the Great Masters which reflect the artistic principles of the Renaissance (works by Masaccio, Brunelleschi, Donatello, Leonardo and Michelangelo)	/
Criterion III	Outstanding example of a Mediaeval and Renaissance city	Intact streets; fortified palaces; loggias; fountains; bridge (with shops/workshops)	<ul style="list-style-type: none"> • Palazzo Spini • Palazzo del Podestà (Bargello) • Palazzo della Signoria • Loggia del Bigallo • Loggia dei Lanzi • Loggia degli Innocenti and Loggia del Mercato Nuovo • Ponte Vecchio
	Trades organised into guilds	/	• Orsanmichele
Criterion IV	European economic and political power between the 14 th and 17 th centuries	Construction of prestigious Renaissance buildings that bear witness to the splendour of princes and bankers	<ul style="list-style-type: none"> • Palazzo Medici Riccardi • Palazzo Rucellai, • Palazzo Strozzi • Palazzo Pandolfini • Palazzo Gondi • Palazzo Pitti and the Boboli Gardens • Sacristy of San Lorenzo, the Medici Funeral Chapels, the Laurentian Library
Criterion VI	Associated to events of worldwide importance	Concepts of Renaissance and Humanism	/

TAB. 1
Table of the OUV values and attributes
of the Historic Centre of Florence

Integrity	Built on an Etruscan site and the later Roman colony of Florentia	Roman Quadrilateral	• Piazza della Repubblica
	Intact urban context. Scenic backdrop of the hills. Tuscan landscape.	Historical Urban Structure Arnolfo's 14 th century walls (featuring gates, towers and the two still standing Medicean fortresses)	• Map of the current historical urban structure • Walls • Fortress of San Giovanni Battista to the north, known "da Basso", and the Fort of San Giorgio a Belvedere located among the hills to the south of the city centre *
Authenticity	Unique nature of the Florentine craftsmanship and traditional shops	/	/
	Context	City surrounded by Tuscan hills and traversed by the Arno river	/
	/	Bridges that connect the two banks*	• Ponte Vecchio and Ponte Santa Trinita*
	Original building techniques	Use of traditional building materials: "pietra forte", "pietra serena", plasters and frescos	/
	Transformations undergone during the 19 th and 20 th centuries	/	

Subsequently, in the context of the project "Florence Heritage Data System", these attributes were included in a system of databases for optimising the interaction with the results of other studies and researches regarding the management of the World Heritage site. For each specific attribute, a search was made for the relative file drawn up by the Central Institute for Cataloguing and Documenting (ICCD), an entity that determines the procedures and tools for cataloguing the archaeological, architectural, landscape, historical, artistic and demo-ethno-anthropological heritage. In fact, each attribute, as an immovable asset, is identified by a national registration code consisting of a general catalogue number assigned by the ICCD. The specific attributes, the corresponding ICCD cards available, a bibliography and the reference sitography have been implemented within the database system.

Moreover, the identification of OUV values and attributes, and in particular the development of the *Table* have proved to be of primary importance for the experimentation and application of the Heritage Impact Assessment on some cases of development projects within the Florentine territory.

POTENTIAL VALUES AND ATTRIBUTES

One of the main activities to be undertaken in the immediate future by the Florence World Heritage and relations with UNESCO Office together with the HeRe_Lab, will be to improve the following *Table*, including the potential values and attributes that were not explicitly included in the *Statement* yet are significant for the proper management of the site. This process was initiated in 2020, in conjunction with the beginning of the work regarding the updating the Management Plan and the organisation of meetings with active citizenship (see paragraph 4.3).

1.3

The Territory: Core Zone and Buffer Zone

CORE ZONE: THE INSCRIBED TERRITORY

The territory of the *Core Zone* inscribed on the World Heritage List since 1982 is the Historic Centre of Florence, traditionally identified with the area included within the ring that corresponds to the system of 14th century walls, most of which was demolished during the 19th century. The expansion of this perimeter toward the hills to the south-east of the Historic Centre of Florence was approved in 2021, so as to include the complex of San Miniato al Monte and the surrounding area, connecting it to the original perimeter, and thus bringing the total extension of the site to 532 hectares.

The site at its central point is located at the following geographic coordinates: LATITUDE N43 46 23.016 LONGITUDE E11 15 21.996.



FIG. 3
Perimeter of the World Heritage site Historic Centre of Florence (or Core Zone) (modified in 2020 and approved in 2021)
in orange | Core Zone; in light blue | Buffer Zone

BUFFER ZONE

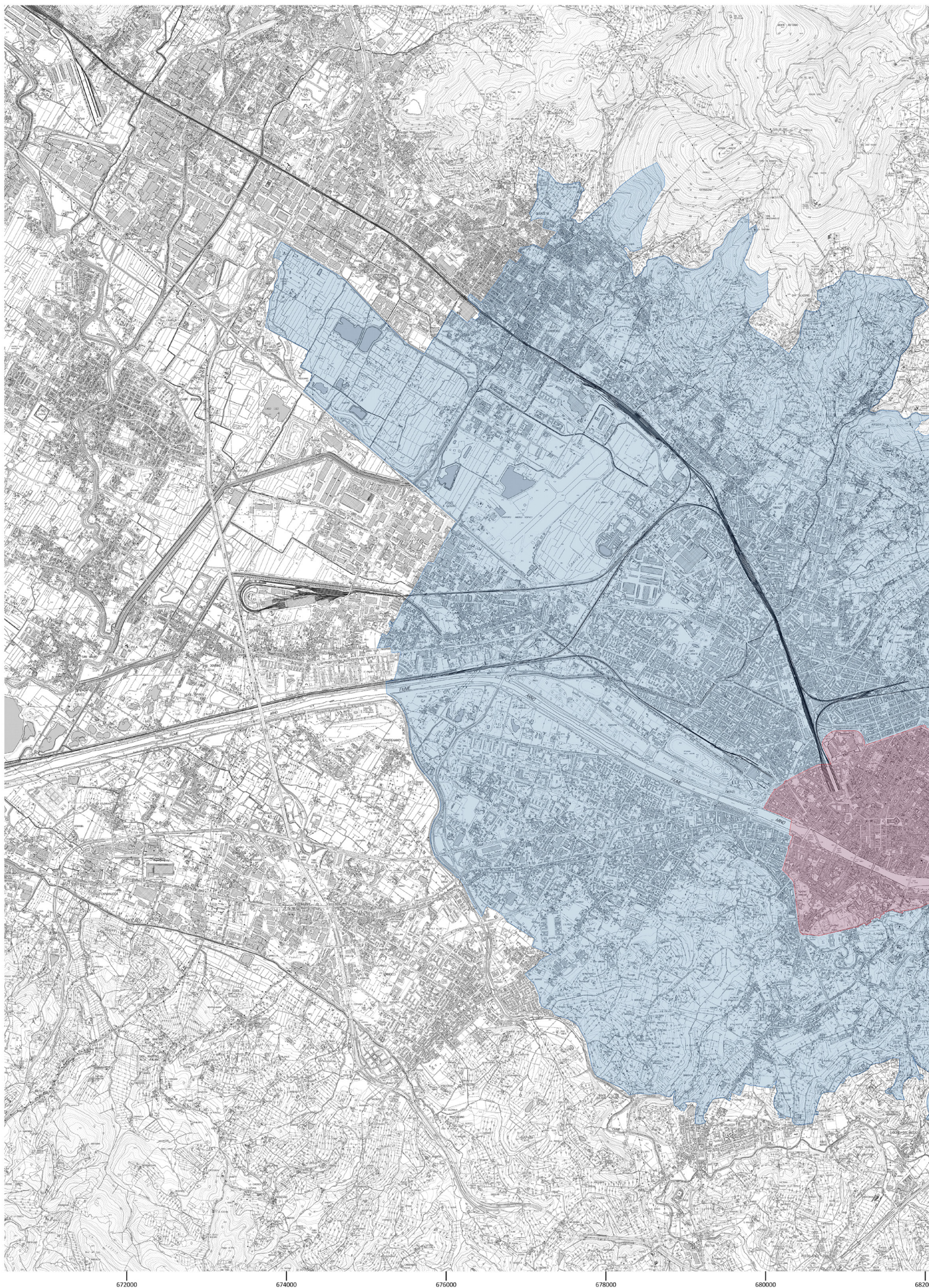
At the time of the site's inscription, no Buffer Zone was proposed, in other words an area surrounding the Core Zone of a World Heritage site that is intended to provide a higher level of protection to the property. From the *Vienna Memorandum* (2005) onwards, however, the management of the integrity of the urban outline is considered a priority. Taking into account the continuous expansion of the contemporary city and the increasing pressure to which the historic area can be exposed, the City of Florence has promoted and developed a study together with the University of Florence, aimed at determining the Buffer Zone for the Historic Centre of Florence. This research was undertaken in accordance with three main lines of approach:

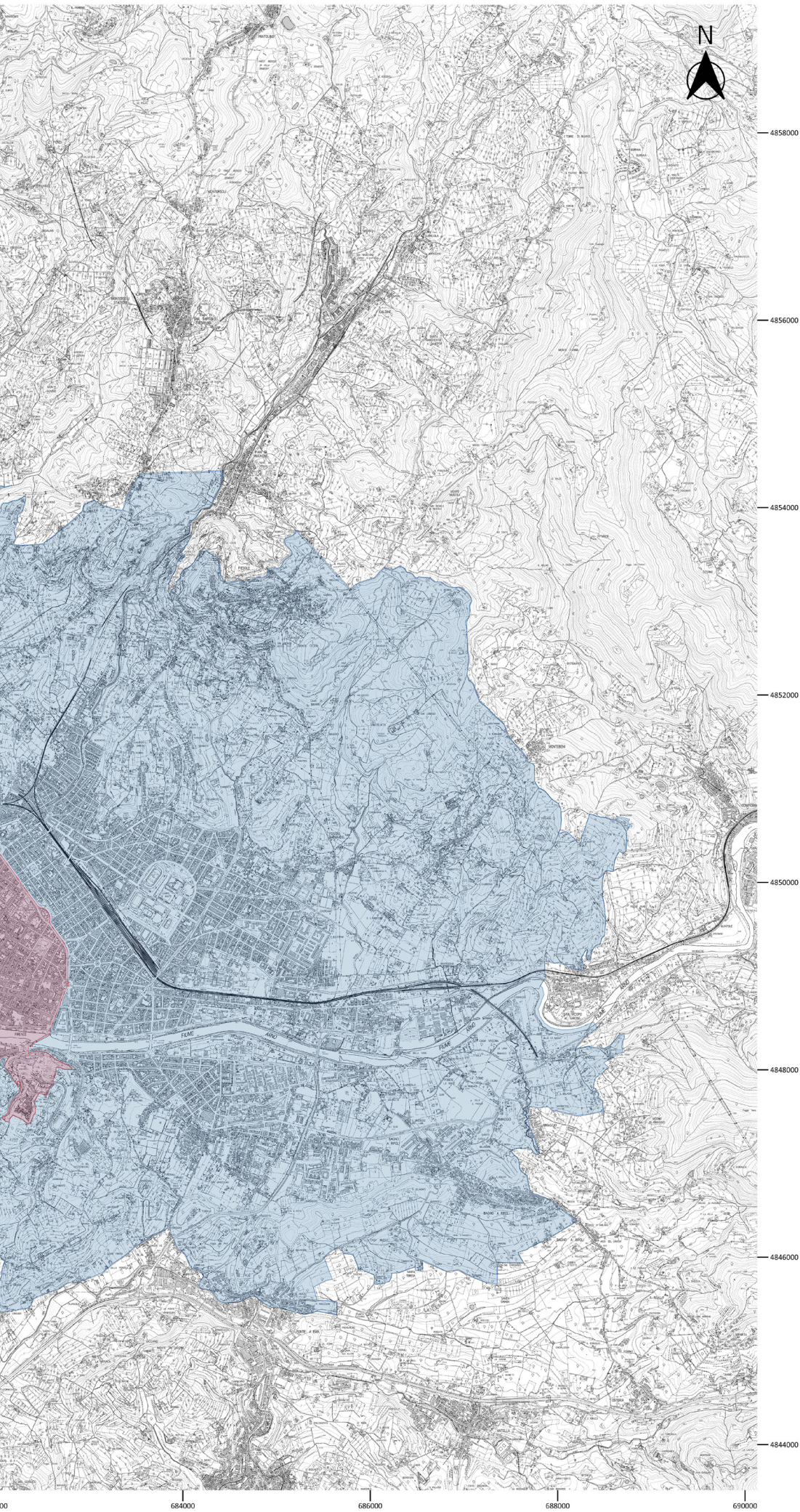
- the survey of the public and panoramic viewpoints on the surrounding hills and from which the Historic Centre can be seen;
- the identification of the requirements for the protection of the inscribed site;
- the definition of strategic projects/plans for promotion and communication aimed at supporting the qualifying features of the inscribed asset.

Furthermore, the study was based on an analysis developed on various levels that considered, on a regional scale, the wider settlement system of historic centres, to which Florence belongs; on a provincial scale, the city's great number of panoramic viewpoints; and on a municipal scale, the city's skyline and the different levels of historical interest and of cultural relations between the components of the inscribed property and of the property within its context.

The determination of the site's Buffer Zone was carried out by reprocessing the data derived from the survey and the cataloguing of the panoramic viewpoints and from the superimposition of various levels of protection (areas with landscape restrictions, listed buildings, areas of archaeological interest, parks, green areas of particular value, minor historical centres, rivers, etc.). The Buffer Zone was approved by the World Heritage Committee on July 6, 2015, on the occasion of its 39th session that took place in Bonn, through Decision 39 COM 8B.441. It was then implemented by the Structural Plan (Regional Law 65/2014, art. 30), approved on April 2, 2015, following the variation of the said Plan of March 18, 2019, through resolution no. 2019/C/00018 published in the Official Bulletin of the Tuscan Regional Authority (BURT) no. 24, Part II. It covered an area of 10.480 hectares – after the approval of the *Minor Boundary Modification* of the core zone the total became 10.453 hectares – and includes the hills around the city of Florence, to the north, south and east, as well as the plain to the northwest. The area involves parts of the territories of four municipalities: Florence, Sesto Fiorentino, Fiesole and Bagno a Ripoli. When the site was inscribed on the World Heritage List in 1982, the property included the city's Historic Centre and the area located on the opposite bank of the Arno River, enclosed within the ancient 14th century walls.

In terms of urban planning, new forms of protection were introduced and implemented with the second medium-term variant of the Structural Plan and of the Urban Regulations – approved by the City Council through Resolution Number of DCC Number 2020/C/00007 of 15 April, 2020, and entered into effect on 13 May, 2020, with the publication of the relevant notification in the Official Bulletin of the Tuscan Regional Authority Number 20, part II - in the areas identified as the Core Zone and the Buffer Zone of the Historic Centre of Florence, with a specific regulation that safeguards the Outstanding Universal Value of the site and protects the panoramic views from and towards the historic centre.





IT 174
Iscrizione 1982
Inscription 1982

Historical Centre of Florence



LEGEND

- Area of the World Heritage Property
- Buffer zone of the World Heritage Property

Surface in hectares

Core Zone:
532 Ha

Buffer Zone:
10.453 Ha

Site coordinates

Latitude:
N43 46 23.016

Longitude:
E11 15 21.996

Scale:
1 : 20.000

2022

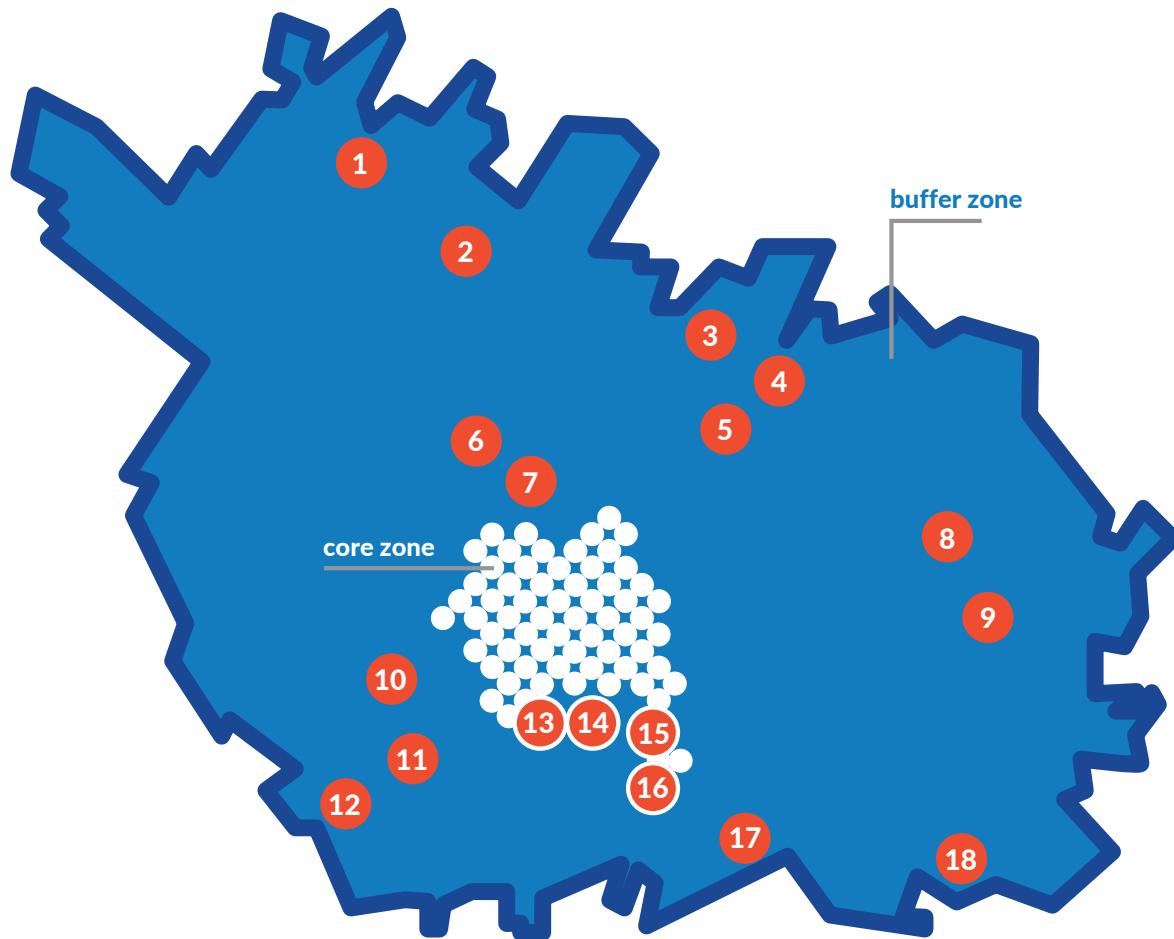
SR:
EPSG:32632-VGS84/UTM Zone 32 N



The eighteen Viewpoints - four points within the Core Zone and fourteen outside of it were chosen and considered significant for the control of transformations that could have an impact on the urban skyline. From these panoramic viewpoints, which are located throughout the entire area of the *Buffer Zone*, it is possible to better evaluate the impact of transformations on the urban skyline.

The eighteen Viewpoints and their relative visual axes have been included in Table 3 “Protection” of the Structural Plan, approved by the Municipality of Florence on December 31, 2014. Furthermore, the Urban Development Plan of the Municipality of Florence (approved on April 2, 2015) determines that outside of the city’s Historic Centre “transformation interventions that have an effect on the existing skyline must be subjected to an assessment of correct inclusion, using as reference the panoramic viewpoints identified in the Structural Plan”. The inclusion of the eighteen panoramic viewpoints thus provides an instrument of control and assessment, both operational and regulatory, for the protection of the integrity and the enhancement of the Historic Centre of Florence. With the establishment of the *Buffer Zone* and the creation of an operational tool for its management, in accordance with the indications of the World Heritage Committee, the Municipality of Florence has attempted to respond to the two main questions addressed in the first Management Plan: promoting the Sustainable Development of the Historic Centre of Florence and safeguarding the urban skyline by controlling the transformations that could have an impact on the Historic Centre and its value. These objectives, in fact, aim to maintain the Outstanding Universal Value (OUV) of the inscribed site. Particular attention will be placed on all areas of transformation outside the *Core Zone* (for example, the area of the former tobacco plant, or Ex Manifattura Tabacchi) contemplated by the Urban Development Regulations, through a Heritage Impact Assessment of any possible projects on the skyline.

The eighteen Viewpoints



- | | | |
|-------------------------------------|----------------------------|-----------------------------------|
| 1 SANTA LUCIA
ALLA CASTELLINA | 7 ORTI DEL PARNASO | 13 BOBOLI ABBONDANZA |
| 2 VILLA LA PIETRA
TERZA TERRAZZA | 8 PIAZZA DESIDERIO | 14 BARDINI KAFFEEHAUS |
| 3 MONTE RINALDI | 9 VIA DEL LORETINO | 15 PIAZZALE
MICHELANGELO OVEST |
| 4 FIESOLE
VILLA MEDICI | 10 VIA DI MONTE
ULIVETO | 16 SAN MINIATO
AL MONTE |
| 5 BADIA FIESOLANA | 11 VIA DI
BELLOSUARDO | 17 SANTA MARIA
ALLA BADIUZZA |
| 6 VILLA FABBRICOTTI
TORRE | 12 VIA DI
SAN CARLO | 18 SAN TOMMASO
A BARONCELLI |

FIG. 4
The eighteen Viewpoints

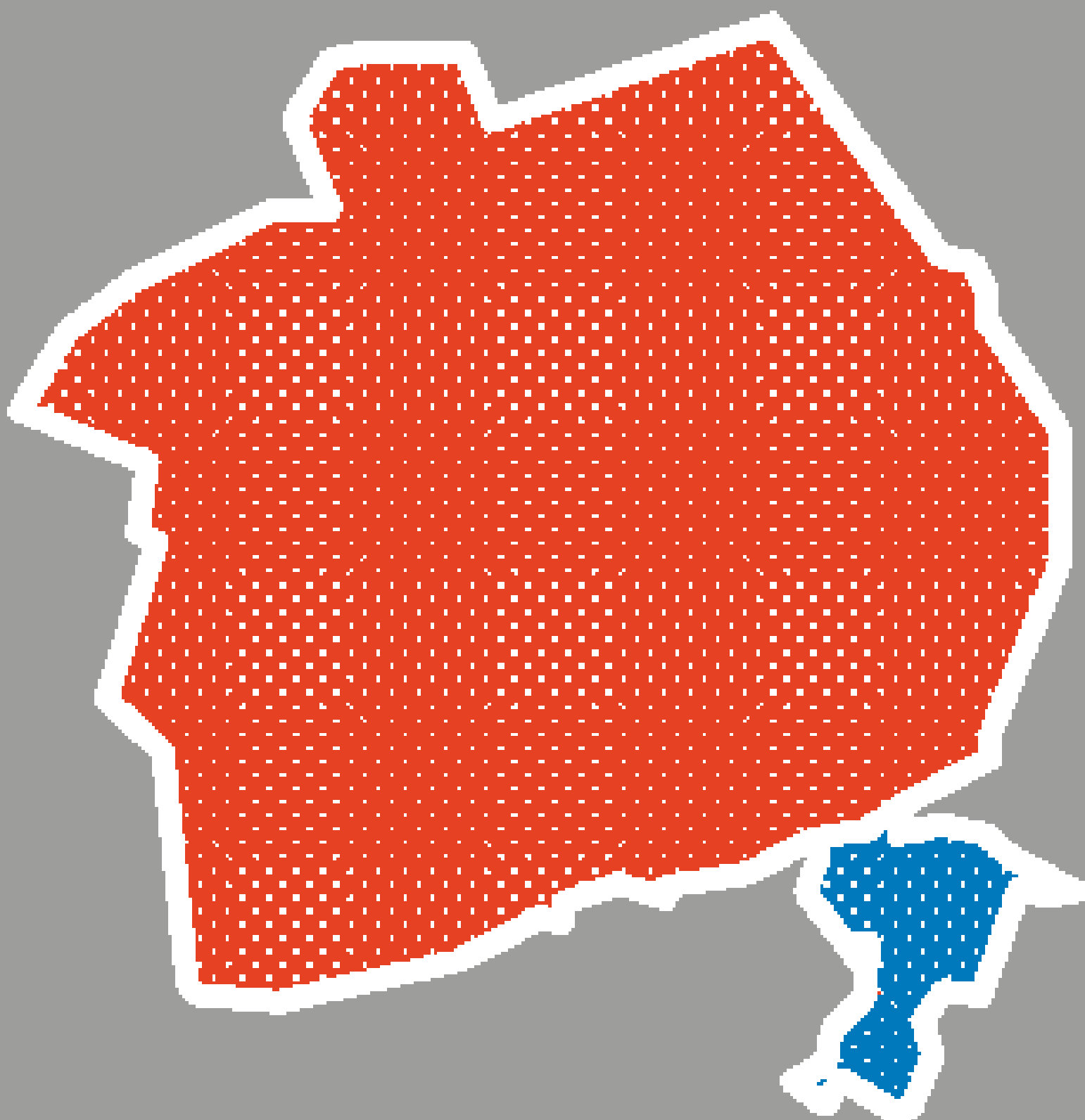


FIG. 5
Minor Boundary Modification of the World Heritage site
In red | Boundary of the Historic Centre of Florence 1982-2021
In blue | extension approved in 2021

MINOR BOUNDARY MODIFICATION: THE EXTENSION OF THE WORLD HERITAGE AREA

The proposal for modifying the boundaries of the Core Zone was presented in January, 2020, by the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence, with the purpose of correcting a formal error in the graphic representation of the World Heritage site. The previous version of the Core Zone in fact excluded the complex of San Miniato al Monte, an attribute which was specifically mentioned in Criterion I of the Nomination Dossier of the Historic Centre to the World Heritage List.

Consistent with the logic of the Core Zone of 1982, which was linked to the 14th-century circle of city walls, the basis for determining the new boundary was identified in the traces of the 16th-century walls that connected the fortified complex of San Miniato al Monte to the rest of the city walls, thus identifying an area characterised by a cultural and environmental heritage which both affirmed and raised the Outstanding Universal Value of the Historic Centre of Florence.

The extension proposed by the Florence World Heritage and Relations with UNESCO Office is defined in art. 164 of the Operational Guidelines as a *Minor Boundary Modification*, because it contemplates the inclusion of an area that is modest in size (27 hectares) to be added to the 505 existing hectares.

With the approval of the expansion of the site - which took place on July 28, 2021, during the 44th session of the World Heritage Committee in Fuzhou, China, through Decision 44 COM 8B.56 - it was therefore possible to correct the boundary of the property inscribed for the Historic Centre of Florence, aligning the boundaries shown on the map with the criteria of the Outstanding Universal Value of the site.

This resulted in the inclusion within the World Heritage area not only of the Basilica of San Miniato, but also of other relevant elements:

Complex of San Miniato al Monte

In the area adjacent to the basilica stands, among the defensive bastions of the fortress of San Miniato, the palace of the Bishops (circa 1320) and the omonymous cemetery, also called the *Porte Sante*. It was only with the 19th century project designed by Giuseppe Poggi for the construction of the *Viale dei Colli* that the cemetery was provided with a monumental access road. Since its origins, the cemetery has been a favoured burial place for the nobility, the business community, as well as of the most representative figures of the city's art and culture, to such an extent that it affirmed itself as a place of memory in the Florentine history between the second half of the 19th century and the first decades of the 20th.

Viale dei Colli, Ramps, Fountains and the Piazzale Michelangiolo

The terrace of Piazzale Michelangiolo and the system of 19th century avenues along the hill of San Miniato constitute an actual urban park, designed for the purpose of enjoying the greenery and the panoramic views of the city.

The complex system of ramps designed by Giuseppe Poggi on

the steep slope of the hill of San Miniato is articulated as a scenic apparatus of terraces built to consolidate the slopes of the hilly area. It extends from Piazza Poggi to Piazzale Michelangiolo and is characterised by a double ramp for pedestrian ascent that unwinds including the ancient tower of San Niccolò, between gardens and pools. Behind the Piazzale stands the neo-16th -century loggia, conceived by Poggi as a museum of Michelangelo, with a natural extension towards the square which features the statue of David.

Garden of Roses / Giardino delle Rose

The garden, located under Piazzale Michelangelo, is part of the renovation plan of the hill south of Florence designed by Giuseppe Poggi. Created in 1874, it covers approximately one hectare of sloping land from which visitors can enjoy a panoramic view of the city and houses a collection of about a thousand varieties of roses. Since 2011, the Garden of Roses has housed ten sculptures in bronze and two in plaster by the artist Jean-Michel Folon.

Garden of Irises / Giardino dell'Iris

The Garden of Irises was created in 1954 to the east of Piazzale Michelangiolo, next to the so-called "*Podere dei Bastioni*", upon the initiative of Flaminia Specht and Nita Stross Radicati, members of the Italian Association Friends of Flowers (*Società Italiana Amici dei Fiori*), and the express support of Piero Bargellini, who was then the council member in charge of Fine Arts and Gardens. Florence seemed like a natural location for the project due to its historical connection to the flower, to the extent that its banner bears a red iris on a white field as an emblem. The Garden has an area of approximately two and a half hectares, cultivated as an olive grove and dotted with varieties of irises from all over the world.

Church of San Salvatore al Monte and Convent of Monte alle Croci

The first nucleus of the church and the small convent date back to 1417, when the wealthy Luca di Jacopo del Tosa donated one of his properties on the *mons florentinus* to the Order of the Friars Minor. Lorenzo il Magnifico had the original project of the Franciscan church enhanced by Giuliano da Sangallo and later Simone del Pollaiuolo, known as *il Cronaca*, continued the construction in tune with the traditional simplicity of the order. Annexed to the church, surrounding the elegant 15th-century cloister, stands the two-storey convent of the same name, which is still inhabited by the friars.

Memorial Park / Parco della Rimembranza

The park originated as a result of the Royal Decree of 1922 which contemplated the planting of trees in every city to commemorate the fallen of World War I. Inaugurated in 1930, it occupies municipal land that surrounds the fortress of San Miniato al Monte, and is enhanced with commemorative statues and approximately 3000 cypresses.

1.4

Guidelines for the historical-urban development of the city of Florence

The urban fabric of the city of Florence has undergone enormous turmoil, yet it is still possible to recognise some of the phases that characterise its evolution.

The Roman foundation

Founded in 59 BC as a Roman colony with the name of Florentia, in an area previously populated by Etruscan settlements, the city was enhanced with monumental complexes especially during the Hadrian's period (about 117-138 AD). Around the Piazza della Repubblica, ancient seat of the forum, the blocks of buildings still follow the grid of the Roman *insulae* which occupied a quadrangular area of about 450 metres per side. The Roman city was defended by walls with pairs of circular towers corresponding to the four main gates, as well as to the natural barriers of the Arno and its tributaries, first exploited for their use in productive activities and later diverted. Road arteries developed from the gates in the walls, along which further hamlets spontaneously settled, were subsequently integrated into the city.

Mediaeval expansion

After being repeatedly besieged and sacked by Barbarian populations, the city went through a moment of great rebirth between the 10th and 11th centuries, when it was enhanced with new buildings built according to the spirit of the Florentine Romanesque: the best example of this is the Baptistery, with its essential geometric lines resulting from a new interpretation of Classical modules. The 11th and 12th centuries were characterised by a strong political and economic growth. In the 11th century, the walls built to protect a city in continuous expansion came to surround the river port. However, already in the 12th century it became necessary to build a new circle or walls. This second circle, which for the first time enclosed a city that had extended to both sides of the Arno, did not include enough free land to satisfy the continuous process of growth and therefore, in order to make up for this lack of space, the city began to rise vertically.

While the whole territory was shaken by struggles for power, which alternately passed from the Guelphs to the Ghibelines and back, the city became affirmed as an economic and financial power and it took on a different appearance, with outlines of towers and bell towers. In fact, it is within the perimeter of this first municipal circle that we still find a very dense urban fabric, lacking in large open spaces, except for the Repubblica and Signoria squares, both of which are the result of subsequent demolitions of heavily built-up areas. At the beginning of the 13th century, Florence had a population of approximately 50,000 inhabitants, yet a significant demographic growth led to the doubling of the population by the end of the century. Villages, monasteries and settlements belonging to the mendicant orders had developed outside the gates and

along the main roads, where the great religious centres of Santa Croce and Santa Maria Novella were later to be built, facing large squares. In 1284, a new circle of walls was designed by Arnolfo di Cambio. Construction works began in 1298 and ended in 1333. The walls were designed not only with the aim of protecting the areas which had developed outside the previous circle, but also allowed for a wide margin for future expansion, unaware at the time that this expansion would be suddenly interrupted by the advent of the plague. This space within the walls remained unnecessarily large for centuries, thus allowing the development of agricultural areas and large gardens within it.

The Renaissance and the Medici

The rule of the Medici family became affirmed during the 15th century through an indirect control of the Republican system. During the 16th century, after vain attempts to restore Republican freedoms, the Medici established themselves as a dynastic regime – with the Grand Duchy of Tuscany – which governed the city until 1737. During this period building in the city was almost completely at the service of noble families, losing its public character but establishing artistic principles that would exercise a predominant influence on the development of architecture and monumental arts, first in Italy and then in Europe. Florence was home to artists, architects and theorists such as Filippo Brunelleschi and Leon Battista Alberti in the field of architecture, Masaccio, Paolo Uccello and Sandro Botticelli in painting, sculptors such as Donatello, Lorenzo Ghiberti and Luca della Robbia, and first and foremost the two great geniuses, Michelangelo and Leonardo da Vinci. Between the 16th and 17th centuries, the Medici dynasty celebrated its power through major interventions aimed at giving Florence the appearance of a city that was also the seat of an international court: they expropriated and demolished entire districts to make room for new buildings and to expand others. The Uffizi linked the river to the city through a visual axis that was made possible by a monumental road, whereas in the Oltrarno area across the river work was undertaken around Palazzo Pitti which involved the creation of the Boboli Gardens. Around the outskirts of the city, the Medici villas, initially conceived as open and located in the natural environment, developed a system aimed at dominating a landscape through the creation of gardens and large straight roads that resulted in new visual axes.

The Grand Tour

The 18th century saw the development of the phenomenon of the Grand Tour, which involved young aristocrats and intellectuals from northern European countries who travelled to Italy in order to visit its cities, attracted by the prestigious literary and artistic activity. A vision of a country in which the decadence of the present contrasted with the splendour of the past took shape, represented by the interest in Classical antiquity and the Renaissance. The 17th century, characterised by the dominion of the House of Habsburg-Lorraine, was marked by infrastructural interventions throughout the entire Tuscan territory. An important work of land reclamation began and new impulses were given to agriculture and commerce, which included the building of a modern system of road communications. Hospitals, museums and academies were built, and on certain occasions the Cascine park was opened to the public, as well as the Boboli Gardens, where the Kaffee-haus, the Palazzina della Meridiana and the Limonaia were built.

During the Napoleonic occupation, important projects of urban reorganisation were planned: for example, Elisa Bonaparte had the *Cascine granducali* transformed into a public park and in 1811 the avenue along the inner walls was adapted into a promenade.

Following the return to power of the House of Habsburg-Lorraine in 1814, a series of urban changes were initiated, driven by the need for better communications and based on a taste for rationality and inspired by international models of wide avenues lined with shops and cafes. The practice of placing benches and tables outside of establishments also began at that time, thus modifying the relationship with the urban environment and adapting to the growing number of foreign visitors.

Florence Capital of Italy

The 19th century was a fundamental period for the transformation of the city of Florence, in particular from 1865, when Florence was declared the capital of the Kingdom of Italy, which resulted in the perceived need to renovate both its appearance and its infrastructures. This became known as the *Risanamento*, or Reconditioning. A special technical office headed by the Florentine architect Giuseppe Poggi (1811- 1901) was established for planning and coordinating the implementation of an urban reorganisation at this scale.

The main aspects of the development plan were the extension of the urban area, for which a sudden increase of 50,000 inhabitants was expected, and the traffic circulation system.

These objectives resulted in the demolition of approximately 4 kms of Arnolfo's walls and the construction of a 40m-wide ring road surrounding the part of Florence that extends to the north of the Arno. Wide and straight avenues were developed from the squares created around the ancient gates, along which numerous residences were built for the bourgeoisie linked to the state apparatus, as well as whole new districts of Neoclassical inspiration.

The avenues to the north of the Arno were connected by two iron bridges to those on the hill to the south of the river, whose design is strongly influenced by the bourgeois values of the time. Piazzale Michelangiolo was created as part of the Viale dei Colli, thus providing the city with a new viewpoint that perfectly expressed the 19th century taste for panoramic views. At the same time as the works on the areas surrounding the city centre, actions were also implemented on the historical fabric: interventions were undertaken to prevent flooding, Ponte alla Carraia bridge was enlarged, a straight street was created between Palazzo Pitti and Piazza Santo Spirito, some buildings close to Palazzo Vecchio were demolished and the alleys leading to Piazza della Signoria were widened. Between 1873 and 1874, the Mercato di Sant'Ambrogio and the Mercato Centrale di San Lorenzo were built, both based on designs by Giuseppe Mengoni.

Following the transfer of the capital to Rome, the great works aimed at the expansion of the city were suspended in order to concentrate on the reorganisation of the historic centre: in 1885, the demolition of the Mercato Vecchio and of the Ghetto began, to make room for a modern district, with porticoes and a triumphal arch overlooking the new Piazza della Repubblica. It was also the period of the enlargement and ordering of the streets of the historical centre: the regularisation of the *Lungarni*, of Via Calzaiuoli, Via Tornabuoni, Via Strozzi and of Piazza Duomo.

The myth of the "Cradle of the Renaissance"

A double process took place during the early 20th century: on the one hand the arrival of foreign industry and the growth of tourism, and on the other the loss of urban identity caused by the transformations of the previous century.

The first decades of the century were characterised, also as a result of the onset of World War I, by a spontaneous development of the suburbs surrounding the new manufacturing activities, which eventually saturated the flat areas around the city and up to the foothills.

During the Thirties, under the Fascist regime, the image of Florence as a city of art was strengthened, just as tourism - though still remaining predominantly an élite phenomenon - began to attract the European and Italian bourgeoisie. It was during this period that important foreign cultural institutes were established, which would contribute to the dissemination and strengthening of the international image of the city; it is also to this end that the Maggio Musicale was founded, the Crafts Fair was created, the tradition of *calcio storico*, or "historic football", was reintroduced and large service infrastructures were created, such as the new Santa Maria Novella railway station and the motorway from Florence to the Tyrrhenian coast. In the sphere of high culture, the National Institute of Renaissance Studies was founded and the National Library was created.



The War and the Flood

Florence was heavily hit during World War II, experiencing both the most courageous and dramatic moments of its recent history during August of 1944, when the city's bridges were destroyed, as well as an important part of the *Lungarni* in the immediate vicinity of Ponte Vecchio - the only bridge spared from German mines. Throughout the post-war period, the main issue concerned the reconstruction of the city, which saw two ideologies in opposition: one which insisted on a complete reconstruction "as it was where it was", and another that rejected false history and therefore advocated a reconstruction based on contemporary criteria.

Compromise solutions were ultimately adopted which permitted maintaining a balanced vision connected to the image of the city, yet allowing the use of new materials and with a design that respected the alignments and heights of the surviving buildings.

The three decades following World War II were characterised by an intense urban expansion, as Florence continued to grow around its historical centre. In 1962, for the first time as part of an urban planning programme, a series of safeguarding measures were implemented to allow the preservation of the hilly landscape surrounding the historic centre from this expansion. The flood of 1966, in addition to causing a terrible disaster in terms of the preservation of cultural heritage, brought about the relocation of many artisan workshops from the central districts to new suburban production areas.

Greater Florence

In those years, a new vision started to take shape, envisaging the city as an extended metropolis incorporating the cities of Florence, Prato and Pistoria - a process still underway.

The Historic Centre of Florence was inscribed on the UNESCO World Heritage List on December 17, 1982.

In the early 1990s, the urban planning strategy in place within the Municipality of Florence had the aim of creating a city integrated to the surrounding territory, thus creating a polycentric urban system in which functions are distributed throughout the urban area and not only present in the historic centre. However, the displacement of certain services (such as the judiciary and university structures) to areas outside of the centre resulted in the impoverishment of the urban fabric of a historical centre that was becoming increasingly oriented to a tourist monoculture.

The exponential increase of tourism has too often conditioned the city's economic and cultural development policies. In an attempt to mediate the relationship between tourism and citizenship, during the first decade of the 21st century the city began to promote the involvement of residents in participatory processes through strategic planning.

These and other good practices were encouraged by the awareness that derived from the inscription of the Historic Centre of Florence on the World Heritage List, which led to the approval by the city administration in 2006 of the Management Plan for the Historic Centre of Florence, later updated in 2016.

In the context of Florence and of its metropolitan territory (which brought together the municipalities of the former Province of Florence), the Medici Villas and Gardens in Tuscany were added to UNESCO's World Heritage List in 2013. The recognition of this heritage created the opportunity for a vision on territorial enhancement less focused on the materiality of art, yet strengthening the relationship between art, nature and the landscape.

These past few years have witnessed the growth and consolidation of a new awareness concerning the safeguarding of the cultural heritage, aimed at preserving and increasing the number of residents in the historic centre through the implementation of management policies capable of opposing the phenomenon of mass tourism.

The ongoing experience of the COVID-19 pandemic has seen, on the one hand, the collapse in the number of tourists, and on the other, the re-appropriation of the cultural and natural heritage by citizens and residents of Florence and the metropolitan area, in those forms that are allowed, through a different use of the spaces of the city and a renewed attendance of the historical parks and museums present in the territory.

CHAPTER 2

SITE MANAGEMENT SYSTEM



2.1 Vision and Mission

For the Florence World Heritage and relations with UNESCO Office of the Municipality of Florence, work on the update the Management Plan has been an opportunity to reflect on the city, on the people who live in it and move within it. For us, the *Vision* is the scenario that represents the image that we wish for the World Heritage site, and in this sense, the enunciation of this *Vision* is therefore the first step to be taken for the implementation of a process of analysis and assessment of the resources of the territory. It is important to underline the fact that the Historic Centre of Florence, as a “centre”, is a living environment, which modifies and changes over time, while at the same time maintaining the historical and cultural features that brought to its inscription on the *World Heritage List*. Therefore, in this context which increasingly requires a sustainable approach and a balance between preservation and development, both a *Vision* (ideal direction to follow and future goals to achieve) and a *Mission* (the reasons that guide the actions implemented on a daily basis) of the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence. This *Vision* and *Mission* have been confirmed in the present version of the document:

VISION

We are convinced that the only way to build a new and more coherent vision for a vibrant, prosperous and welcoming city, is through human-centred Sustainable Development.

MISSION

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.

2.2 Governance system

THE FLORENCE WORLD HERITAGE AND RELATIONS WITH UNESCO OFFICE

The need to draft a document concerning the safeguarding and enhancement of the site and the obligation to comply with the resolutions of the *World Heritage Convention* resulted in the establishment by the Municipality of Florence, the entity in charge of the management of the site, of a specific office devoted primarily to the sustainable management of the Historic Centre. Upon request from the Department of Culture of the Municipality of Florence, a modification was made to the organisational structure of the Municipal administration which led, from February 2005, to the establishment of an office denominated “Unesco Office” (renamed in 2019 as the Florence World Heritage and Relations with UNESCO Office), coordinated by Carlo Francini, site manager since 2005. The Office fulfils the following functions:

- drafting and monitoring of the Management Plan required by the *World Heritage Convention*, aimed at the promotion, preservation, enhancement and sustainable management of the Historic Centre of Florence;
- activating and coordinating efficient links between relevant actors and stakeholders, both public and private, which operate in the Historic Centre of Florence;
- identifying guidelines and common projects to be included in the Management Plan and assessment of their progress;
- coordinating the management of funds destined to the Management Plan and the corresponding Action Plan;
- periodic drafting of reports concerning the state of conservation of the Historic Centre and variations to the Management Plan and Action Plan;
- organising cultural initiatives and centennial celebrations connected to the historical identity of the city of Florence;
- promoting, carrying out and coordinating studies and research projects concerning the history of the city, the territory and the monumental heritage;
- implementing and promoting projects funded by Law Number 77 of February 20, 2006, titled “Special measures for the protection and use of Italian sites and elements of cultural, landscape and environmental interest, inscribed on the ‘World Heritage List’, placed under the protection of UNESCO”;
- consolidating transnational cooperation, through specific projects, as well as collaborations between UNESCO World Heritage sites and cities twinned with Florence;
- collaborating in projects aimed at strengthening the management skills of public entities and associations in the management of sites on the *World Heritage List*.

THE STEERING COMMITTEE

On July 23, 2007, following the circular letter of the Secretary General of the Ministry of Cultural Heritage and Activities of May 30, 2007, the Steering Committee of the Historic Centre of Florence was established through a Memorandum of Understanding. The Steering Committee is currently composed of:

- the Municipality of Florence
- the Tuscan Regional Authority
- the Ministry of Culture (MiC), represented by the Regional Secretary for Tuscany.

In addition to the above-mentioned institutions, other institutions which usually participate in the Steering Committee for the Historic Centre of Florence are:

- Service II – UNESCO Office, Ministry of Culture (MiC)
- the Superintendence of Archaeology, Fine Arts and Landscape of the Metropolitan City of Florence and the Provinces of Pistoia and Prato (MiC)
- the Directorate-General for the Museums of Tuscany (MiC)
- the Metropolitan City of Florence
- the Autonomous State Museums of Florence (Uffizi Galleries, The Galleria dell'Accademia, National Museum of Bargello)

The main task of the Steering Committee is to support the updating and implementation of the Management Plan. The Committee convenes in the case of specific situations concerning the World Heritage site, and recognises the Municipality of Florence as the entity responsible for the site and in charge of coordinating all the entities involved, as well as of carrying out secretarial activities and monitoring the Management Plan. The members of the Committee meet two to three times per year.

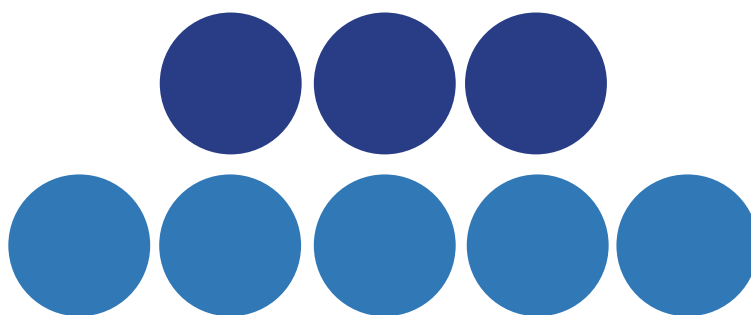
A proposal for reorganising the Steering Committee was in-

cluded as a strategic project in the Action Plan of this document, with the aim of meeting the new site management needs by expanding its scope of action to other contexts within the territory and to the community.

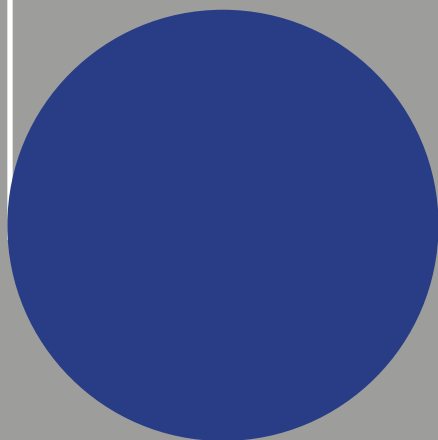
Over time, direct relationships have been consolidated with other entities and institutions in the area. In fact, for the development of projects and the updating of technical documents related to the management of the World Heritage site, the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence receives support from:

- HeRe_Lab – Heritage Research: co-joint research laboratory. It is the scientific branch of the Office and is mainly concerned with the development of initiatives and the updating of technical documents;
- Associazione MUS.E: in-house association belonging to the Municipality of Florence that manages training and educational activities related to the cultural heritage on behalf of the municipal administration. The Association provides operational support for the office in charge of devising and organising dissemination and awareness activities related to the themes and principles of World Heritage.

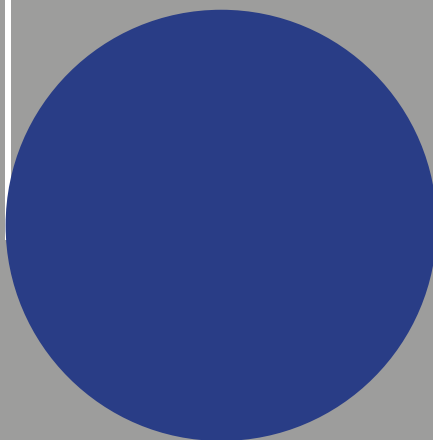
The Steering Committee | from July 23, 2007



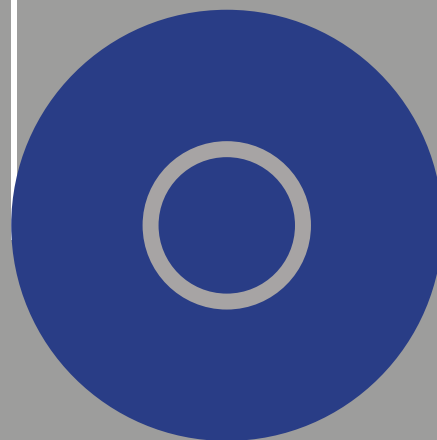
Municipality of Florence



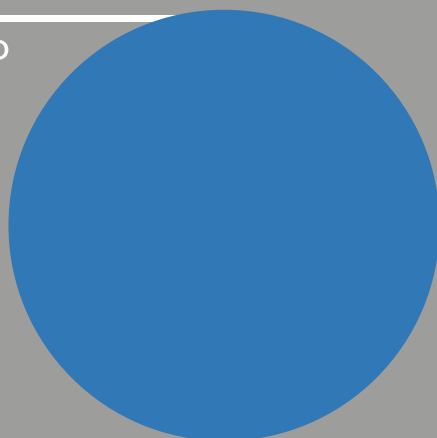
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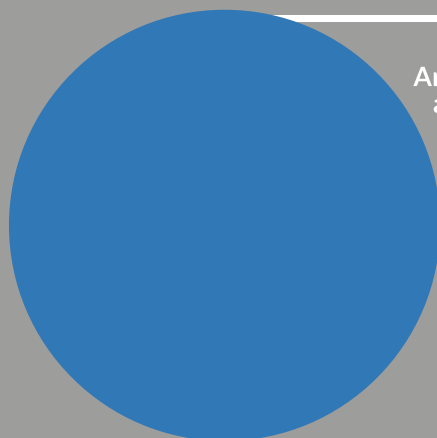
Ministry of Culture | represented by
the Regional Secretary for Tuscany



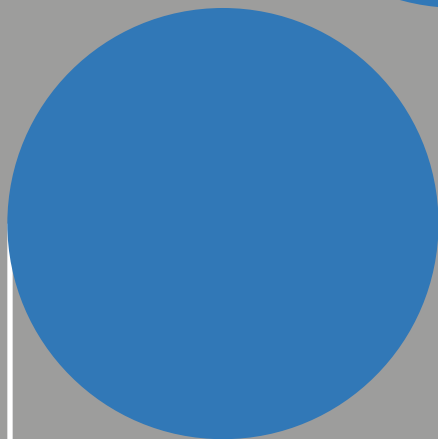
Service II | UNESCO
Office, Ministry of
Culture | MiC



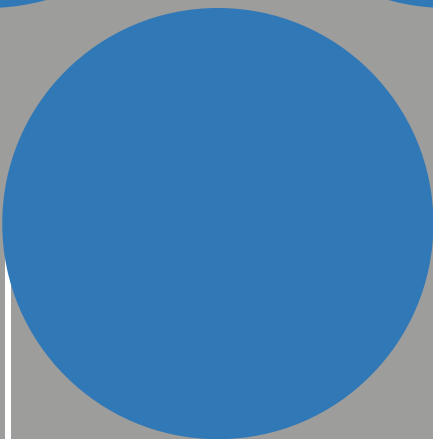
Superintendence of
Archaeology, Fine Arts
and Landscape of the
Metropolitan City
of Florence and the
Provinces of Pistoia
and Prato | MiC



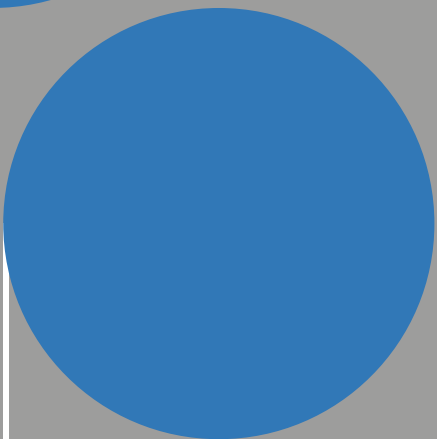
Directorate-General for the
Museums of Tuscany | MiC



Metropolitan City
of Florence



Autonomous State Museums of Florence
| Uffizi Galleries, Gallery of the Academy,
National Museum of Bargello



updating and implementation of the Management Plan

HERE_LAB – HERITAGE RESEARCH

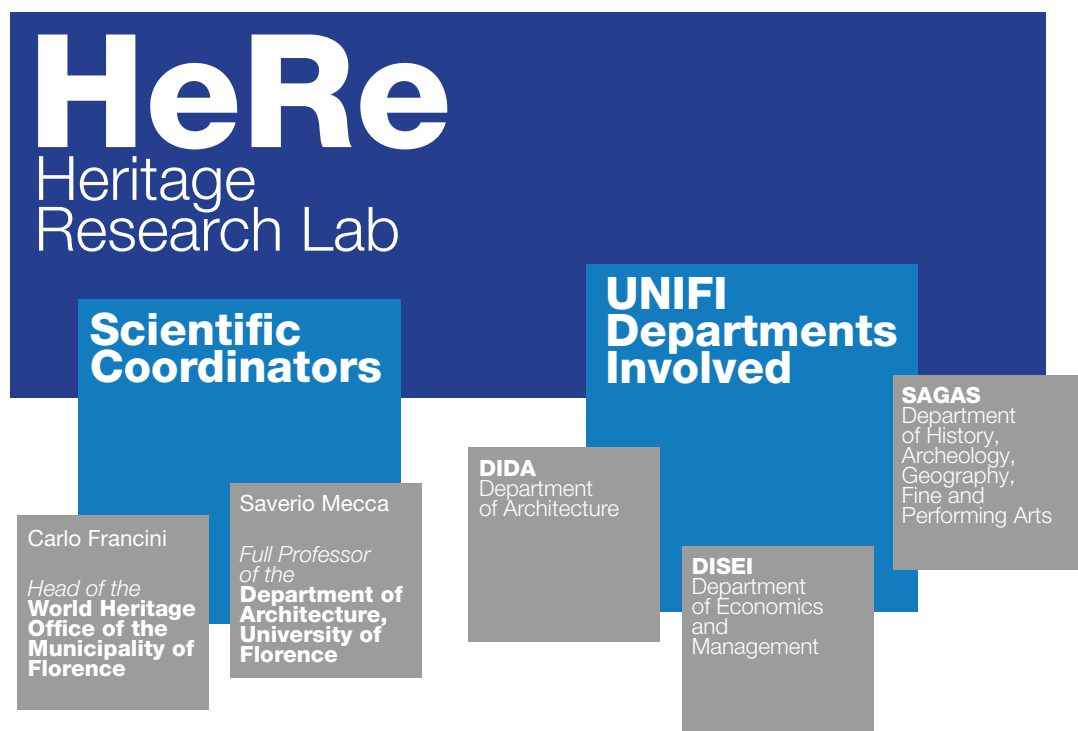
Formerly known as Heritage_CITYlab, HeRe_Lab is the joint research laboratory between the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence and the University of Florence. It was established in 2015 with the double objective of determining research plans, actions and projects aimed both at the safeguarding of the Outstanding Universal Value of the Historic Centre of Florence and at the sustainable development of the city at the metropolitan level. The laboratory was, and will continue to be, at the centre of many applied research projects related to the Management Plan, since all initiatives have been activated in conformity with the 1972 UNESCO World Heritage Convention. The structure of the laboratory includes a scientific coordination (co-joint between the University of Florence and the Municipality of Florence) and professors and researchers belonging to three different departments of the University of Florence: DIDA - Department of Architecture, DISEI - Department of Economics and Management; SAGAS - Department of History, Archaeology, Geography, Fine and Performing Arts.

Thanks to the interdisciplinary nature of the laboratory and to the specific competencies of the research team regarding issues related to World Heritage and UNESCO programmes, HeRe_Lab is able to address complex issues, to analyse the interactions between different fields of study and to identify shared solutions for the conscious and sustainable management of cultural (both tangible and intangible), as well as natural and landscape assets of a World Heritage site. The activities of the laboratory are mainly funded through Law 77/2006. HeRe_Lab has played a key role in the implementation of projects and in the provision of assistance in the drafting of technical documentation, to the extent that it has been recognised as a good practice both at a national and international level: in particular, in 2017 it received praise from the UNESCO/ICOMOS Advisory Mission in Florence, while in 2021 it was included in the platform *PANORAMA - Solutions for a Healthy Planet* (jointly coordinated by ICCROM, ICOMOS and IUCN) as an emblematic example of the governance of a World Heritage site.

FIG. 6
Organisational structure of the joint
laboratory HeRe_Lab – Heritage Research

REGULATORY FRAMEWORK

- **Resolution of July 8, 2014** (Council Meeting of the Department of Architecture of the University of Florence): Establishment of a laboratory for implementing cognitive frameworks and strategic projects aimed at the enhancement of the Historic Centre of Florence.
- **Resolution 506/2015** (Municipality of Florence): approval of the establishment of a laboratory for determining the Management Plan.
- **Resolution 699/2018** (Municipality of Florence): renewal of the agreement between DIDA and the Municipality of Florence regarding the laboratory.



2.3

Regulatory framework for safeguarding and protection

SAFEGUARDING OF HERITAGE AT THE INTERNATIONAL LEVEL

Since the adoption of the World Heritage Convention in 1972, the World Heritage List has constantly undergone a process of evolution and growth, emphasising the critical need to guide the States Parties in the implementation of the Convention. Over time, a series of directives and conventions have been created to address different issues: from the identification of objectives concerning the preservation and protection of the historical, cultural and landscape-related heritage, to those regarding the promotion of both individual and collective responsibility concerning heritage identity, the attention paid to the historic urban landscape, as well as others involving the protection of the environment and the reduction of risks affecting heritage sites. Over the years, the three Advisory Bodies to the 1972 Convention (ICCRUM, ICOMOS and IUCN) and the UNESCO World Heritage Centre have provided precise indications for the management of sites, responding to new challenges that have emerged over the years, the last of which is the health risk that has affected the entire planet.

SAFEGUARDING OF HERITAGE AT THE SUPRA-LOCAL LEVEL

The safeguarding of the Nation's landscape and historical and artistic heritage is solidly based on the Constitution of the Italian Republic, in particular in article 9. In the aftermath of World War II, increasing attention and collective awareness began to rise regarding national monuments and the landscape as elements to be protected and safeguarded. This article of the Constitution gathers together the content of the previous laws concerning the protection of the landscape and natural beauty (Law Number 778 of June 11, 1922), including "the protection of things of artistic and historical interest" (Bottai Law Number 1497/1939), also as a form of protection considering the great works of reconstruction that were to be carried out in the country during the following decades. The attention paid in this field would gradually diminish until the drafting of the Code on Cultural Heritage and Landscape (Legislative Decree n. 42, 2004), which assigns to the Ministry of Culture the task of protecting the cultural heritage after the assessment or declaration of cultural interest (Articles 12-13 of the Code) which, concerning the landscape, will require from the regions, among other things, that they set down Plans for the protection of the Landscape as a whole. The Tuscan Regional Authority would do this in 2014 with the approval of Regional Law 65/2014 "Regulations for the Government of the Territory" from which would derive the Territorial Guidance Plan (TGP) with Landscape Plan Validity. These two regulations revolutionised Planning in Tuscany, introducing specific aims for the management of UNESCO sites, among which the enhancement and maintenance of landscapes and of the cultural heritage of World Heritage sites, the safeguarding of settlements having historic and

cultural value and of the landscape features of the areas surrounding the sites, as well as of the historical territorial usage networks.

These regulations are reflected in the Plans at the provincial levels or, in the case of Florence, at the Metropolitan level.

SAFEGUARDING OF HERITAGE AT THE LOCAL LEVEL

The protection of the heritage of the Historic Centre of Florence, characterised by assets with various types of ownership (private, religious, and public), and the safeguarding of its Outstanding Universal Value are provided for through a variety of tools. The Historic Centre of Florence has had a Management Plan since 2006, which identifies the Municipality of Florence as the entity in charge of the UNESCO World Heritage Site. The Management Plan of the World Heritage site operates for the safeguarding and preservation of the urban fabric and for maintaining and increasing the links between the traditional social and economic activities and the cultural heritage of the city. Additionally, Florence created an urban planning tool, the Structural Plan, introduced by the Regional Law on the Governance of the Territory which, together with the Urban Planning Regulation, replaces the General Urban Strategic Plan that already identified the Historic Centre of Florence as an area of cultural and environmental interest, within which only conservative and restoration interventions were allowed. Another significant step forward was made through the adoption, in December, 2019, of the Medium Term Variant of the Structural Plan and the Urban Planning Regulation, which introduces new forms of protection in the areas identified as the *Core Zone* and the *Buffer Zone*. As part of the in-depth studies carried out for the determination of the Buffer Zone of the Historic Centre, the Municipal Administration produced a document identifying the most significant panoramic viewpoints in terms of the protection of the Historic Centre and their corresponding visual axes, aimed at controlling the skyline, thus protecting the views to and from the UNESCO site. Considering them to be important reference elements for the control of some of the planned transformations, these panoramic viewpoints and their corresponding visual axes (n.18) on the north and south hills of the Municipality of Florence are reported in Table 3 "Protection" of the Structure Plan that replaces the one in the 2010 version of the Structural Plan. The Municipality of Florence is currently preparing the Operational Plan which shall replace the Urban Planning Regulations, including in it the contents already identified by the previous Plans, yet going into greater detail within the different areas of transformation, in particular those that are to take place within the perimeter of the *Core Zone*.

An in-depth analysis of the heritage regulatory framework is available in ANNEXE 3.

2.4

Approach to the Historical Urban Landscape

RECOMMENDATIONS ON THE HISTORICAL URBAN LANDSCAPE

There is no single model for achieving sustainable urban development that can be applied equally to all cities throughout the world. Through the 2011 *Recommendation on the Historical Urban Landscape*, UNESCO wishes to underline the need to integrate and frame the strategies for the preservation of the urban heritage within the broader objectives of Sustainable Development, so as to favour actions (both public and private) aimed at safeguarding and enhancing the quality of the human environment: the objective is to defend the archetype of integrated management of urban areas as part of a large and complex context that, therefore, must take into consideration all the characteristics of the surrounding landscape in which it is located.

The Historic Urban Landscape (HUL) is identified as an urban area that is the result of the historical stratification of cultural and natural values and features that extend beyond the notion of "historic centre", in order to include a broader urban context that encompasses the topography, geomorphology, hydrology, and natural features of the site; its built environment, both present and historical; its infrastructures; its open spaces and gardens; its models of land use and spatial organisation; its visual perceptions and relationships, as well as all the other elements of the urban structure.

The concept of HUL attempts to promote an approach to landscape management that is able to enhance the quality of the human environment through a balanced and sustainable relationship between the man-made and the natural urban landscapes, in order to foster an organic development of the economic, social, environmental and cultural contexts of the territory.

The *Recommendation* is a soft law which offers guidance and can be applied in any city, not only in World Heritage sites, since it provides principles and practices that can inspire and guide both citizens and decision-makers towards a new vision of the city and of anthropized territories. Four main tools were identified for the effective implementation of the principles of the Historical Urban Landscape:

- **Civic engagement:** the involvement and training of all stakeholders present in the territory so that they are capable of identifying key issues. It is also important to mediate and negotiate between the various groups of stakeholders.
- **Knowledge and Planning:** useful tools for protecting the integrity and authenticity of the attributes of the urban heritage.
- **Regulatory system:** legislative measures for regulating the preservation and management of the heritage.
- **Financial tools:** the search for funds at the state and international levels should be complemented by encouraging private investments at the local level.

In the handbook *The HUL Guidebook* (UNESCO, 2016) it is underlined, instead, how the preservation of heritage, culture and creativity are the strong points on which the integrated management of the territory and its enhancement should be based, beginning with the following six steps:

- research and mapping of natural, human and cultural resources;
- achieving consensus through a participatory planning and consultation with stakeholders regarding the values to be safeguarded and passed on to future generations, and defining the attributes that embody those values

1 Civic engagement

the involvement and training of all stakeholders present in the territory so that they are capable of identifying key issues. It is also important to mediate and negotiate between the various groups of stakeholders

2 Knowledge and Planning

useful tools for protecting the integrity and authenticity of the attributes of the urban heritage

3 Regulatory system

legislative measures for regulating the preservation and management of the heritage

4 Financial tools

the search for funds at the state and international levels should be complemented by encouraging private investments at the local level



- determination of the levels of vulnerability of the attributes and values on the basis of impact factors;
- integrating values, attributes, and related vulnerabilities into territorial planning strategies;
- identification of priorities concerning preservation and development actions: the need to plan while maintaining a balance between cultural heritage preservation actions and Sustainable Development strategies;
- consolidation of partnerships and determination of management strategies for each of the actions.

The Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence participated in several initiatives organised by the *World Heritage Cities Programme* of the World Heritage Centre, including those related to the celebrations of the 10th anniversary of the HUL, thus contributing to the dissemination of the strategies implemented in Florence and the exchange of good practices. A *Call for Action* was issued on this occasion - to which the City of Florence also adhered - to raise awareness of the authorities and communities and to accelerate the incorporation of the approach at the bureaucratic level. The three points on which the *Call for Action* was developed are the following:

1. Raising awareness among local and national stakeholders regarding the approach and encouraging its implementation;
2. Promoting participatory process with stakeholders, local organisations and communities for supporting an urban development based on the HUL;
3. Developing heritage management actions based on the HUL approach.

During the updating of this Management Plan, the HUL approach was used as one of the programmatic documents for determining the Macro Areas and projects selected within the Action Plan.

In fact, Tuscany, and Florence in particular, are frequently associated with a vision that emphasises the quality of the landscape, as a result of the city's close ties to the surrounding landscape and environment, which include the hills, the countryside and the food and wine traditions connected to the use of the land. A fundamental link that is also referred to as a condition of integrity in the *Statement of Outstanding Universal Value* of the Historic Centre of Florence.

HUL, as a general urban planning principle, represents a vision that wishes to consolidate the presence of the Florentine heritage in urban policies, with the aim of ascribing a central role to the city's historical, cultural, environmental and social identity in a dynamic and constantly changing context, therefore not preserving its values statically, but rather enhancing their uniqueness and, at the same time, their universal nature.

HERITAGE IMPACT ASSESSMENT FOR FLORENCE

The Heritage Impact Assessment (HIA) is an implementation tool belonging to the HUL approach under the category of “planning and knowledge”. This methodology is based on the *Guidance on Heritage Impact Assessments for Cultural World Heritage Properties* developed by ICOMOS International in 2011 and can be used as a method for assessing the potential impacts of development actions or transformation projects with the aim of proposing mitigation measures to reduce the possible negative effects on the OUV of a World Heritage site.

During the Municipal Operations Plan process, it is therefore recommended that the implementation of the HIA be considered within legally binding assessment processes, such as the Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA). The potential of this methodology has already been recognised in the first draft of the Operational Plan, in the chapter related to the Historic Centre. This action would also allow the application of the *Preliminary Assessment Model* developed by HeRe_Lab specifically for the Historic Centre of Florence, and therefore better suited to be integrated with the decision-making processes and the administrative and technical procedures of the competent institutions. Specifically, this Model was used experimentally by the Florence World Heritage and Relations with UNESCO Office during the past five years to monitor the re-functionalising interventions of large complexes and abandoned areas within both the World Heritage site and its Buffer Zone. Specific attention was given to the Transformation Areas (TA) included in the 2015 Urban Planning Regulations (UR) for Florence concerning the safeguarding of the skyline and the visual integrity of the landscape within the Buffer Zone (based on the Panoramic Viewpoints and the Visual Axes) from the perspective of a holistic approach to the landscape, following the HUL Recommendation.

During the coming years, the implementation of the HIA and the *Preliminary Assessment Model*, understood as integrated procedures for the management of the city within the local urban planning tools, will thus be crucial for the sustainable management of the next development projects, especially considering that only 26% of the GUS (Gross Usable Area) of the TA has actually been transformed in recent years in relation to the initial expectations of the 2015 UR. A chapter of the SEA environmental report must be devoted to the impact of projects on the OUV, which must be compiled whenever the project consists in one of the following:

- A macro-intervention in the areas of transformation, as specified within the Urban Planning Regulation;
- A new construction within the Core Zone or Buffer Zone Historic Centre of Florence site which may modify the city's skyline;
- An infrastructural intervention.

CHAPTER 3

CONTEXT ANALYSIS



3.1 UNESCO/ICOMOS Advisory Mission

Among the various documents and initiatives that guided the revision of this Management Plan, the UNESCO/ICOMOS Advisory Mission held in Florence between 22-25 May, 2017, played an essential role both in the determination and identification of new projects to be included in the Action Plan, and in the assessment of the State of Conservation of the Historic Centre. International experts from UNESCO and ICOMOS were invited to Florence to analyse a series of infrastructures planned within the Core Zone and the Buffer Zone of the World Heritage site, as well as to assess their impact and elaborate suggestions for short, medium and long term actions to be undertaken. With this purpose, the experts were involved in several meetings with local and national authorities, citizens and associations.

The issues addressed during the Mission were the following:

- the construction of tramway tracks passing through the Historic Centre of Florence;
- the hypothesis of an underground tramway traversing the Historic Centre of Florence;
- the construction of tunnels for the high-speed railway that connects Naples and Milan through Florence and Rome;
- the sale of public or semi-public monumental complexes to private entities and their change of usage for tourism-related purposes;
- methodological criteria concerning the Buffer Zone area and the Panoramic Viewpoints;
- the expansion of the Florence Airport;
- waste management;
- the commodification of the historical and cultural heritage;
- the construction of underground car parks.

The Mission revealed how the World Heritage site in general presents a positive State of Conservation, thanks to the work carried out by the Municipal Administration regarding the critical issues identified in the 2016 Management Plan, which are mostly related to the sustainable mobility system and tourism management. The construction of the new runway of Peretola airport and the high-speed railway link were evaluated positively by the experts of the Advisory Mission since, not only would they not lead to negative repercussions on the Outstanding Universal Value of the site, but also they would have a positive impact on the status of the villas of Castello and La Petraia, both part of the serial World Heritage site “Medici Villas and Gardens in Tuscany”. In addition to evaluating the individual issues addressed during the Mission, the experts provided support concerning the actions and approaches related to the revision of the 2016 Management Plan, based on strategies involving consultations with the local authorities, citizens and stakeholders.

Following the Mission, the UNESCO/ICOMOS experts presented a series of recommendations which lie at the basis of this Management Plan and of the Macro Areas of the Action Plan.

The full report of the Mission is available at the following link: <https://whc.unesco.org/document/160848>

3.2 SWOT Analysis

SWOT analysis is a methodology used to determine strategic choices and planning actions through a critical study of the context in which they are implemented. The analysis focuses on Strengths and Weaknesses as internal factors, and on Opportunities and Threats as external factors.

The Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence worked on the SWOT analysis of the Historic Centre of Florence as previously described in the 2016 Management Plan. Following an internal analysis phase, the Office expanded on the points addressed, as a result of consultations with active citizens (with events for their involvement organised on March 2 and 4, 2021), with Municipal Departments and with the various stakeholders involved.

Thanks to the SWOT analysis, in fact, it was possible to highlight the strengths and weaknesses of the city and of its wider context, with particular attention to its Historic Centre as a World Heritage site. Together with the internal elements, external variables which can influence, either positively or negatively, the management system of the site were also evaluated: opportunities when they offer advantages, or threats when considered to be unfavourable factors in terms of achieving the objectives determined. It is important to specify that the opportunities presented by the site are based on the weaknesses identified. In this way, an active process of resolving critical issues has been initiated.

This methodology permits an organic visualisation of the results of the analysis of the site, favouring the identification of risks, and of the resulting priorities of intervention, thus offering support to the activities aimed at determining the strategic lines and actions for addressing the identified critical issues.

STRENGTHS

The Historic Centre of Florence, in other words the area comprising the circle of avenues that run along the ancient Mediaeval walls, now extended to San Miniato al Monte, is considered to contain immeasurable cultural value, given the high concentration of historical, artistic, scientific and natural heritage. Alongside its cultural and scientific depth, the city of Florence is renowned for its crafts and historic shops. The commercial vocation of the city, a fundamental feature for the development of its openness to different ideas and peoples, its hospitality and its spirit of integration, is characterised by handicrafts of high workmanship, such as the processing of leather and textiles, and ceramics, as well as by its renowned traditional cuisine. The historic shops are an essential part of the urban fabric, and have been recognised at the municipal level for their contribution to the economy of the city and their historical importance. The Municipality of Florence created a *Register of Historical and Traditional Commercial Activities* in 1999 in order to census existing activities and to promote the city's outstanding quality. In order to preserve the authenticity of the Historic Centre and to counteract the standardisation of its commer-

cial activities, the Municipality of Florence instituted a series of *Measures for Ensuring the Protection and Decorum of the Cultural Heritage of the Historic Centre*, which regulate the licences for food and beverage serving activities.

The objectives of the new urban planning tools of the Municipality of Florence include, among others, the preservation and enhancement of the historical and architectural heritage of the city, in accordance with UNESCO directives. In 2019, a process was initiated that led to the adoption of an Operational Plan (OP) - which will replace the previous Urban Planning Regulations - and, for the first time, a Green Plan. The drafting of these new documents is supported by a series of meetings with active citizens, coordinated within a participatory process denominated *Firenze Prossima*.

The relevance of Florence at the international level is also reflected in the national and international institutes of excellence located within the city. In the Italian context, Florence is an important centre of higher education in the fields of restoration and preservation of the built heritage. The training of highly specialised human resources in institutions such as the renowned *Opificio delle Pietre Dure* and the University of Florence, has ensured a concentration of specialised technicians and training and research centres. On an international level, over 30 foreign universities and institutes have established academic branches in Florence, offering high-level university courses.

Finally, the city of Florence, and in particular the Historic Centre, are actively working to implement strategies and initiatives aimed at reducing and withstanding the effects of climate change and maintaining the authenticity and integrity of the World Heritage site. The extension of the *Core Zone* of the site, approved by the World Heritage Centre in 2021, is an example of the growing commitment to protecting and enhancing the city's environmental and cultural heritage. In fact, the extension in question incorporated an important urban green area that includes ramps, avenues and gardens, as well as the complex of San Miniato al Monte, an attribute which re-establishes the connection between the Historic Centre and the landscape of the surrounding hills.

Integrated approaches to the sustainable management of tourist flows and the relief of congestion in the overcrowded Historic Centre are strategic lines that can result in a reduction of emissions and city pollution, as well as in the rebirth and economic growth of minor squares and districts. At the environmental level, risks related to climatic events such as floods, hydrogeological instabilities and fires are regulated by programmatic plans and documents, and ensured through cooperation between Departments, local authorities and the civil society.

The implementation of projects aimed at re-qualifying the urban countryside goes hand in hand with an increased focus on sustainable mobility and the digitisation of public services.

To conclude, another relevant initiative is the *Firenze Città Cir-*

colare (Florence Circular City) project, which revolutionised the collection and management of waste at the city level, paying particular attention to the boundaries of the World Heritage site. The initiative is aimed at increasing the levels of liveability and salubrity of the city by improving waste management through the use of underground bins, equipped with sensors and smart activation systems.

WEAKNESSES

The continuous presence of millions of visitors each year has created over time many critical issues concerning liveability and residence in the Historic Centre. Mass tourism, in addition to the reduction of residents in the city centre and the phenomenon of gentrification, has favoured a heavy loss of authenticity caused by the increasing standardisation of commercial activities almost exclusively oriented to meet the needs of tourists. The urban structure of the historic centre cannot bear, without weakening its value in terms of heritage, such a massive presence of tourists who come to visit the city attracted by the stereotypes linked to the rhetoric of works of art/icons. A city devoted to the tourist monoculture has revealed, during the present pandemic, all its structural weaknesses. The municipal administration has promoted a series of projects and research projects with the aim of making known the lesser known districts and resources of both Florence and its territory, and to provide residents and tourists with new hubs for social interaction and urban greenery. Finally, the nightlife located in some areas of the Historic Centre has a strong impact on the liveability and well-being of residents, due to night-time noise pollution and in terms of urban decorum and safety.

OPPORTUNITIES

The inscription of the Historic Centre on the World Heritage List offers an important opportunity which throws the city on an international level. The drafting of the Periodic Reporting (2014), the updating of the Management Plan (2016), the Monitoring of the Management Plan (2018) and the subsequent inscriptions of other Tuscan properties on the World Heritage List, favoured the dissemination of knowledge regarding World Heritage values and the creation of synergies between the institutions involved in the management of the Historic Centre and other regional goods. The opportunities for coordination and dialogue between institutions were further increased through the creation of the *HeRe_Lab - Heritage Research*, a co-joint laboratory between the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence and the University of Florence. The laboratory is a fundamental element for carrying out research activities, seminars, workshops and initiatives aimed at fostering the participation of local communities, in particular of young people, in issues related to the city's tangible and intangible heritage.

The phenomenon of tourism - considered both as a weakness

SWOT analysis of the Historic Centre of Florence

S Strengths

- abundance of heritage and landscape
- cultural industries, cultural associations and voluntary associations
- crafts and historical shops
- traditional cuisine
- heritage-oriented urban planning
- presence of a vast university hub and international institutes
- excellence in education and training related to conservation and the creative professions
- maintaining the integrity and authenticity of the features and values of the World Heritage site
- strong sense of belonging and active citizenship
- sustainable mobility infrastructures
- urban decorum and efficient waste management
- integration of an environmental and cultural area of great value within the perimeter of the World Heritage site

O Opportunities

- strengthening of awareness and participation on the tangible and intangible heritage of the city, especially among the young population
- greater institutional coordination
- investments in the network of cultural and creative industries
- enhancing the sustainable mobility system at the metropolitan level
- strengthening residence and proximity services
- new and innovative tourism strategies
- optimise public land and abandoned buildings
- strengthening of the cultural and associations network
- Inclusion of the Heritage Impact Assessment in local policies and processes
- greater collaboration with other Tuscan World Heritage sites
- commitment to enhance and promote the environmental heritage at the metropolitan level

W Weaknesses

- decrease in the number of residents in the historic centre
- inter-institutional communication
- inter-urban mobility (links with the Oltrarno district), extra-urban mobility and night transport service
- involvement of universities, schools and international institutes
- impact of mass tourism
- loss of local crafts and historical commerce
- standardisation of commercial activities
- enhancement and promotion of the environmental heritage at the metropolitan and territorial levels
- impact on residents from the excesses of the nightlife, or movida

T Threats

- impact of mass tourism
- air pollution
- gentrification
- climate change
- flooding of the river Arno
- loss of local crafts, historical shops and proximity stores
- infrastructure projects which have an impact on the site

and a threat - can also be an opportunity if oriented towards a responsible management of visitor flows. An effective distribution of flows would bring numerous advantages to those areas of the Florentine territory and of the historical centre itself that are currently less visited and valorised. The re-qualification of green areas, minor squares, and underused public buildings, as well as the promotion of minor museums, could be useful actions for encouraging the creation of new itineraries and innovative strategies for tourism management. Some projects that are currently underway, such as *Feel Florence* and *Firenze Greenway*, are concrete examples of how to create the conditions for attracting visitors and city users to lesser known areas, thus contributing to the development/improvement of the local economy, relieving congestion in the historical centre and promoting urban green spaces from a perspective of Sustainable Development.

The improvement of sustainable mobility systems, the implementation of the tramway system, sharing mobility services and the creation of soft mobility circuits, would result in an increase in services for residents and city users and would favour a more organic and balanced development of tourist flows. The issue of liveability and the loss of residents in the Historic Centre is one of the most delicate matters that the municipal administration has had to address in recent years. However, these weaknesses can be a starting point for a change in the strategic vision, capable of attracting residents, temporary residents and visitors in the long-term. The city of Florence has committed to becoming more sustainable and 'green' through a series of actions, such as the reduction of carbon dioxide emissions. The improvement of public services and the focus on social welfare are at the centre of some strategic aims of the *Mayor's Term Programme* for the period 2019-2024 and of the *Florence Reborn (Rinasce Firenze)* project.

In the context of the network of the metropolitan city, and in order to answer to the need for decentralising tourism, it could be appropriate to develop an integrated planning programme capable of enhancing the cultural and natural heritage that is widespread throughout the territory, while paying particular attention to the serial asset of the Medici Villas and Gardens in Tuscany.

Finally, regarding the preservation of the integrity of the historic urban landscape, thanks to the studies carried out by HeRe_Lab and the Florence World Heritage and Relations with UNESCO Office, the opportunity arose to disseminate knowledge among professionals and field experts, through meetings and workshops, of the *Heritage Impact Assessment* (HIA) methodology and its fundamental integration within the decision-making processes for determining policies in the territory.

THREATS

Mass tourism is one of the most significant critical issues affecting the property, identified since 2006 in the first Management Plan. As described in the previous sections, the huge tourist flows along the axis San Marco - Galleria dell'Accademia - Piazza del Duomo - Piazza della Signoria - Ponte Vecchio - Piazza Pitti represent a critical issue in terms of the balanced use of the Historic Centre. This anthropic pressure exerted by tourism creates actual areas of saturation, in which the space for interaction and well-being is totally compromised, and this same thing occurs also within some museums in the Historic Centre. This fact must stimulate a rethinking of tourism dynamics and strategies at the metropolitan level. Further impacts of *over tourism* can be found in relation to environmental factors such as noise and air pollution and therefore in the emission of carbon dioxide - which intensify with the increase in tourist buses and other means of transport of residents and users, but also in relation to social factors, such as the loss of residents and the consequent process of gentrification. The trend of abandoning residence in the Historic Centre, linked to the phenomenon of short-term tourist rentals, is compromising the social fabric and the very identity of the city, and therefore threatening the authenticity of the site. Mass tourism has collapsed due to the COVID -19 pandemic, yet the signs that point to the recovery of tourism which have emerged in recent months must be carefully monitored to avoid the reappearance of critical issues related to *overtourism*.

The authenticity of artisan workshops, historic shops and proximity commercial activities (fundamental for residents) are also threatened by the phenomenon of mass tourism, which naturally tends to the standardisation of food and low quality merchandise, exclusively aimed to satisfy the millions of tourists present in the Historic Centre.

The threats related to hydrogeological instability and to climate change are new challenges that cultural and natural sites around the world have been increasingly facing in recent years. Climate change, with the consequent increase in calamitous events such as floods, overflows and fires, have had devastating effects on the Historic Centre in the past: just consider the 1966 Arno flood, which caused considerable damage to both the heritage and population of Florence.

Finally, important construction works and infrastructure changes, both within the *Core Zone* and *Buffer Zone*, present a threat in terms of the Panoramic Viewpoints and, therefore, to the views of the Historic Centre. Mobility deviations related to infrastructure works could also have a potential impact on the World Heritage site.

3.3 Risk analysis

In accordance with paragraph 111 section d) of the *Operational Guidelines*, an effective management system also incorporates an assessment of the vulnerabilities of the site regarding critical issues and risks of a social, economic and environmental nature. In particular, in paragraph 118, the World Heritage Committee recommends that States Parties include in their Management Plans a section focused on strategies for the management of risks, natural hazards and disasters. An additional resource that guided the drafting of the current Plan is the Resource Manual *Managing Disaster Risks for World Heritage*, which stresses the importance of risk management plans and provides guidelines for their successful practical implementation. Developing preventive strategies to reduce risk is a highly recommended management approach, since it is cost-effective compared to allocating funds and developing contingency plans for post-disaster rehabilitation and recovery. In the case of World Heritage sites, these strategies are aimed at preventing or reducing risks that directly impact the values of the sites and their Outstanding Universal Value, but also their material attributes and especially local communities.

The high concentration of cultural institutions, museums and works of art within the World Heritage site Historic Centre of Florence, made it necessary to develop a series of management tools, both concerning individual buildings and institutions and the wider urban context. In fact, every component of the World Heritage site has its own emergency response plan for the protection of its movable heritage. At the national level, following the earthquake that hit central Italy in 2012, the General Secretariat of the Ministry of Culture established the National Crisis Coordination Unit (UCCN-MiC), which mostly coordinates national and international crises caused by calamitous events. Within the Regional Secretariats, instead, Regional Coordination Crisis Units were established, with a more reduced geographical scope. Therefore, in the case of calamitous events within the World Heritage site, the coordination and risk management concerning cultural heritage are the responsibility of the UCCR - MiC Toscana.

However, although the site is provided with emergency response plans, little has been done as yet regarding readiness for calamitous events and the monitoring of mitigation measures. In this context, the Management Plan is a coordination and reference document which brings together existing strategic tools at the territorial level and enhances them through methodologies and best practices that are already well established at the international level, such as the Heritage Impact Assessment.

The analysis of the risks which have an impact on the preservation of the site, taken from the Periodic Reporting sent to the World Heritage Centre in 2014 and from the revision of the SWOT analysis, revealed a series of risks and critical issues, around which this Management Plan has been developed. This

analysis will become the starting point for the drafting of the Periodic Reporting that the Florence World Heritage and Relations with UNESCO Office will be required to compile from 2022.

Flooding of the river Arno

The risk of floods represents a danger of primary importance for the city of Florence, in particular for its historical centre. The historical memory of the 1966 flood of the Arno and the significant damage recorded on both real estate property and mobile goods, has led to the establishment of a Memorandum of Understanding regarding the “System of alerting aimed at safeguarding the Florentine cultural heritage in case of flooding of the Arno River”, between the President of the Tuscan Regional Authorities, the Prefect of Florence, the Mayor of the Municipality of Florence, the Mayor of the Metropolitan City of Florence, the Regional Secretariat of the Ministry of Culture for Tuscany, the Regional Director of the Fire Brigade of the Tuscan Regional Authority, the District Basin Authority for the Northern Apennines, the Director of the State Property Office, the Director of the Uffizi Gallery and the Bishop of Diocese of Florence. The Memorandum of Understanding constitutes a tool for safeguarding those cultural assets belonging to the state through a series of warning and alerting systems. Furthermore, the Flood Risk Management Plan (FRMP) of the District Basin Authority for the Northern Apennines establishes the prevention, protection and mitigation measures to be undertaken for the safeguarding of the attributes at risk.

Mass tourism

Mass tourism is one of the risks that most endangers the authenticity and built heritage of the Historic Centre. The historic and artistic appeal of the Historic Centre has contributed to a rapid increase in tourist flows, causing a number of negative impacts that jeopardise not only the Outstanding Universal Value of the World Heritage site, but also the well-being of residents and liveability in the Historic Centre. These include the depopulation of the Historic Centre and the resulting decrease in residents; the deterioration of the material elements and attributes of the site; pollution and environmental stress; as well as the loss of authenticity and traditional knowledge. The management of tourist flows, aimed at relieving congestion in the Historic Centre, is central to numerous projects and strategies carried out by the Municipal Administration. Although the COVID-19 pandemic has temporarily mitigated tourist pressure, it is assumed that the number of visitors will return to pre-pandemic levels during the coming years. It is for this reason that several programmatic documents, such as the Mayor's Term Programme for 2019-2024 and the 2030 Strategic Plan for the Metropolitan City both included the management of tourist flows and the issue of sustainable tourism



as part of various territorial policies and strategic objectives. In addition, a series of projects such as *Florence Greenway* and *Feel Florence* are aimed at relieving congestion in the most crowded itineraries and favouring alternative and less visited areas. Finally, the Municipality of Florence has implemented a Memorandum of Understanding with the company Airbnb, in order to offer Airbnb Experiences that promote quality tourism, as well as a Memorandum of Understanding for the creation of the platform *Destination Florence*.

Urban mobility and air pollution

The issues of mobility and air pollution have long been among the most critical within the Municipality of Florence, as evidenced by the inventory of emissions (whose survey established 2005 as year zero), which sees mobility as the sector most responsible for carbon dioxide emissions in the city. The appeal of Florence in terms of tourism, education and work is a factor in the increase of traffic congestion and air and noise pollution. The Municipal Administration has implemented several strategies for promoting a sustainable mobility system through actions and projects such as the strengthening and enhancement of sustainable public transport, individual and shared mobility systems such as bike and car sharing, enhancing the system of bike paths, and the development of ecological routes such as *Florence Greenway*. The construction of the tramway system has led to a significant decrease in the city's pollution levels, as a result of the series of sustainable mobility interventions implemented during the past five years. The actions aimed at sustainable mobility are central to the city's Action plans for sustainability, such as the Municipal Air Quality Action Plan for 2021-2024, which also includes structural interventions regarding energy efficiency, increased urban green space, construction of electric vehicle charging stations, and awareness campaigns. Other threats not included within the risks identified in the 2014 Periodic Reporting and which could have an impact on the site's conservation status are summarised below:

Decrease in the number of residents

The high cost of real estate, the pressure of tourism, the scarcity of services for citizens and urban mobility are some of the factors that discourage inhabitants from staying in the Historic Centre, something which over the past few decades has brought about a reduction in the number of residents of the City Centre and a migration flow toward the suburbs and neighbouring municipalities. The high numbers of visitors have in fact changed the demographic dynamics of the Historic Centre, generating a high-cost housing demand and supply. According to municipal statistical analyses, up to September 30, 2021, there were a total of 366,427 residents in Florence, of which 56,407 were foreigners, whereas the number of residents in the historic centre residents was 65,151, of which 14,130 were foreigners. Compared to data from 2015, the Management Plan confirms a consistent decrease in residents in the Historic Centre, including foreign residents. This is a clear

sign that the conditions of liveability in the city centre have not had a significant improvement. The decrease in the number of residents does not concern the historic centre exclusively, but the city as a whole. In addition to internal and structural factors that are not easy to solve due to the intrinsic characteristics of the historic centre, other unresolved problems of coexistence exist between residents and visitors, whether tourists or city users, which reaches its critical moment in the nightlife that involves whole sections of the historic city.

This topic was one of the main themes discussed during the thematic roundtables organised as part of the participatory processes of *Firenze Prossima* (see chapter 4.3 for more details). In addition, in the policy documents of the Municipal Administration and the Metropolitan City of Florence, a number of solutions have been transversely identified for bringing back residents to the city's historic centre.

Hydrogeological instability

Hydrogeological instability is one of the critical issues that is pervasive throughout the entire Italian territory. The areas subject to landslide risks are regulated by the PAI (Piani di Assetto Idrogeologico - Hydrogeological Structure Plans), documents on which the drafting of instability scenarios is based. In the metropolitan area of Florence, the morphology of the basins and the torrential character of the river courses contribute to frequent landslides, making the territory more susceptible to such events. The University of Florence hosts the UNESCO Chair "Prevention and sustainable management of hydrogeological risk", which is specifically engaged in research and prevention projects concerning hydrogeological risk in the context of the safeguarding of World Heritage.

Fires

The risk of fire affects the World Heritage site both in terms of the built heritage of the historic centre and of the forested areas of the metropolitan area, some of which fall within the Buffer Zone. At the local level, cultural institutions within the site are equipped with fire suppression and emergency response systems to protect the assets and works of art housed within them. The National Fire Department is responsible for direct management of the emergency in case of fire. At the ministerial level, in 1992 the Ministry of Cultural and Environmental Heritage established, in collaboration with the Ministry of the Interior - Department of Fire, Public Rescue and Civil Defence - a Special Permanent Commission for the Safety of the National Cultural Heritage, which was followed by several Ministerial Decrees that sanctioned the regulations on fire safety. In addition, the same parties signed a Memorandum of Understanding in 2012 that provides for the creation of a Joint Commission composed of experts from the two administrations. The Commission has the objective of analysing fire risk in cultural sites under the jurisdiction of MiC, as well as to plan training activities and provide technical and scientific support. Regarding the forest areas around the site and the risk of forest fires, it is worth mentioning that more than twenty-five mu-

municipalities, including the Municipality of Florence, have been classified as high risk in terms of forest fires in the Province of Florence alone (the province which has the highest rate of forested area in Tuscany). The Regional AIB Plan for 2019-2021 identifies and develops actions and paths aimed at the sustainable land use and management, the reduction of vulnerability of forest ecosystems, the improvement of risk assessment systems, and the training of operators in this sector.

Seismic risk

According to the seismic classification of the territory of Florence, the Municipality of Florence is located in a level 3 seismic zone, in other words an area with a medium-low seismic hazard, which can be subject to moderate tremors. Although the seismic risk is not high, some municipalities of the Metropolitan City of Florence are actually classified as zone 2, that is an area where strong earthquakes can occur. This means that the city, and therefore its Historic Centre, have been marginally exposed to various seismic tremors, however not classified as being high risk.

Epidemic risk

The COVID-19 pandemic has underlined the real possibility of epidemic outbreaks and pandemics at the global level. The extensive damage caused by the pandemic includes the loss of human lives, economic recession, the loss of accessibility to cultural and natural sites, the aggravation of social differences, the onset of psychological disorders, the interruption of tourist flows, and the temporary closure of businesses.

The following table offers an overview of the risks detected, their nature, the entities responsible at the territorial level and the available tools for their prevention and mitigation.

Nature of the risks: ● Exogenous natural ● Exogenous anthropic

Risk	Entities responsible	Prevention and Mitigation Tools
Flooding of the river Arno ●	Arno River Basin Authority, Territorial Services and Civil Protection Department, Tuscan Regional Authority, Municipality of Florence	Flood Risk Management Plan PGRA; Memorandum of Understanding "Warning system aimed at ensuring the safety of the Florentine cultural heritage in case of flooding of the Arno river"
Mass tourism ●	Tuscan Regional Authorities, Metropolitan City, Department of Economic and Tourism-related Activities	2030 Strategic Plan for the Metropolitan City; Mayor's Term Programme for 2019-2024; Rinasce Firenze; Airbnb Memorandum of Understanding; Destination Florence Memorandum of Understanding
Urban mobility and air pollution ●	Department of New Infrastructures and Mobility; Environment Department; General Directorate; Metropolitan City of Florence	PAC – Municipal Air Quality Action Plan; PUMS – Urban Sustainable Mobility Plan; PAESC – Energy and Climate Action Plan
Decrease in the number of residents ●	Urban Planning Department, Department of Social Services	2030 Strategic Plan for the Metropolitan City; Mayor's Term Programme for 2019-2024; Operational Plan for the Municipality of Florence
Hydrogeological instability ● ●	Department of Territorial Systems and Civil Protection	PAI (Hydrogeological Structure Plan)
Fires ●	National Fire Department, Ministry of Culture, Forest Fire-fighting Service (Civil Protection); Provincial Operations Centre, Florence (COP)	Regional AIB Plan for 2019- 2021
Seismic risk ●	Department of Territorial Services of the Municipality of Florence and Civil Protection	Seismic Risk Transitional Plan
Epidemic risk ●	Azienda USL Toscana Centro (Central Tuscany Health Service) – Department of Prevention	Central European guidelines for the prevention and control of diseases (ECDC), of the Ministry of Health and the Regional Health Service of Tuscany

TAB. 2

Risk analysis for the Historic Centre of Florence

CHAPTER 4

MANAGEMENT PLAN



4.1

Role of the Management Plan

MANAGEMENT PLANS FOR WORLD HERITAGE SITES

Establishing an adequate system of protection and management is one of the cornerstones of the OUV of the sites included in the *World Heritage List*. In order to ensure an effective protection of the assets for present and future generations and to respond successfully to the requirements of the World Heritage Convention, in 2002 the World Heritage Centre determined that the inclusion of new sites in the List must necessarily be subject to the drafting of Management Plans. In 2004 this requirement was extended to sites already included in the List, thus providing Administrations with a valid tool to raise awareness of heritage, as well as to protect and monitor it.

The 2015 revision of the *Operational Guidelines* formalised these recommendations, determining in Article 108 that “Each nominated property should have an appropriate management plan or other documented management system which must specify how the Outstanding Universal Value of a property should be preserved, preferably through participatory means” (OG, 2019). Over the years, articles and provisions have been added to the *Operational Guidelines* which guide the drafting of Management Plans, identifying efficient elements and processes to be included and interpreted based on the type of property, its features, and the local communities.

At the national level, the legal formalisation and the obligation to draft and adopt Management Plans by all Italian sites included in the List was legislated through Law 77 of February 20, 2006, “Special measures for the protection and use of Italian sites and elements of cultural, landscape and environmental interest, inscribed on the ‘World Heritage List’, placed under the protection of UNESCO”. Law 77/2006 defines Management Plans as tools that determine intervention plans, implementation methods, action plans, resources and regulatory systems to ensure the preservation and enhancement of sites and protect their OUV. The introduction of Law 77/2006 is an important step towards a greater understanding of the importance of Management Plans and their dissemination at the national level.

The Management Plan is therefore a tool which:

- given its flexible nature, is capable of ensuring the maintenance of the OUV as the most important feature of a site;
- guarantees an efficient protection of sites, promotes their safeguarding and enhancement, contributes to their protection and favours the optimisation of the available resources in order to achieve this goal;
- constitutes itself as a document for analysing forces that bring about change (such as economic, political and social change), but also a specific cultural or socio-economic context with the purpose of protecting the OUV of the inscribed property;
- promotes projects and initiatives aimed at the safeguarding and enhancement of the property through the participation of the community, stakeholders and other actors that operate in the site.

THE MANAGEMENT PLAN OF THE HISTORIC CENTRE OF FLORENCE

The Management Plan for the Historic Centre of Florence is aimed at the sustainable and participatory management of the World Heritage site so as to preserve its OUV over time. This Plan is intended to be both an extension and an update of the 2006 and 2016 Plans. Like its previous versions, this Plan is not intended to be a mere technical document of analysis of the asset and the territory, but rather a strategic and operational tool that is useful to the community and able to:

- determine common objectives (to know, to safeguard, to live);
- identify objectives and coordinate tangible actions at the territorial level;
- identify and address the threats that have an impact on the State of Conservation of the site and interfere with maintaining the OUV;
- implement strategies for maintaining the OUV of the Historic Centre of Florence;
- bring together the various contexts and stakeholders involved.

The actions and strategies defined in the Management Plan are not only related to the preservation and enhancement of the site; on the contrary, the document is a useful tool also for the promotion and dissemination of the city's heritage in all its complexity, whether tangible, intangible, natural or cultural. The Management Plan thus becomes a holistic tool, a statement of intent that the entities responsible for the site are committed to pursuing together with local communities and stakeholders. In fact, the Plan highlights the fact that the protection and enhancement of the Historic Centre is inseparable from the interaction and collaboration between various spheres of city life and municipal management, touching on issues such as tourism management, the liveability of residents, mobility systems, environmental heritage and climate change. The principles of Sustainable Development guide the drafting of the document and the determination of strategies, considering the site not as an asset to be preserved merely by crystallising its components and rejecting any form of development or progress, but rather as a dynamic reality, open to change and focused on the well-being of its residents through the enhancement and protection of their heritage. For these reasons, the current Plan has broadened its scope through the involvement of active citizens, including students, institutions and associations which, through the various stages in the drafting of the Plan, have expressed their views and ideas so as to make the municipal administration aware of sustainable projects and reforms that improve the quality of city life. In this way, the Municipal Administration was able to inform residents concerning the critical issues present in the historic centre and the opportunities that the World Heritage site offers to the community. Finally, the identification of areas to be enhanced and re-qualified, the application of methodologies for identifying and assessing impacts on the environmental and cultural heritage, and the series of initiatives launched together with the University of Florence, become strengths that support the actions already undertaken by the Administration, as well as for implementing international best practices and attuning the Plan in such a way as to ensure the sustainable management of the World Heritage site and the well-being of its residents.

4.2

Toward the updating of the Management Plan

Since the Management Plan is not the end result of a process but rather a cycle, it follows a period of planning, implementation, monitoring and revision. The constant updating of its contents is a necessary requirement for all World Heritage sites, so as to define and coordinate all the safeguarding, preservation and enhancement activities, both underway and planned in the area, in an appropriate manner. The second update of the Management Plan for the Historic Centre of Florence, now in its third version, was completed at the end of 2021, which is the year when the previous update of the Management Plan, approved in January 2016, expired.

Unlike the previous Management Plans, this update is a light and dynamic document, easily updatable through the use of new digital tools.

The document, drafted also within the European project *Atlas. WH - Heritage in the Atlantic Area: Sustainability of the Urban World Heritage Site*, is characterised by:

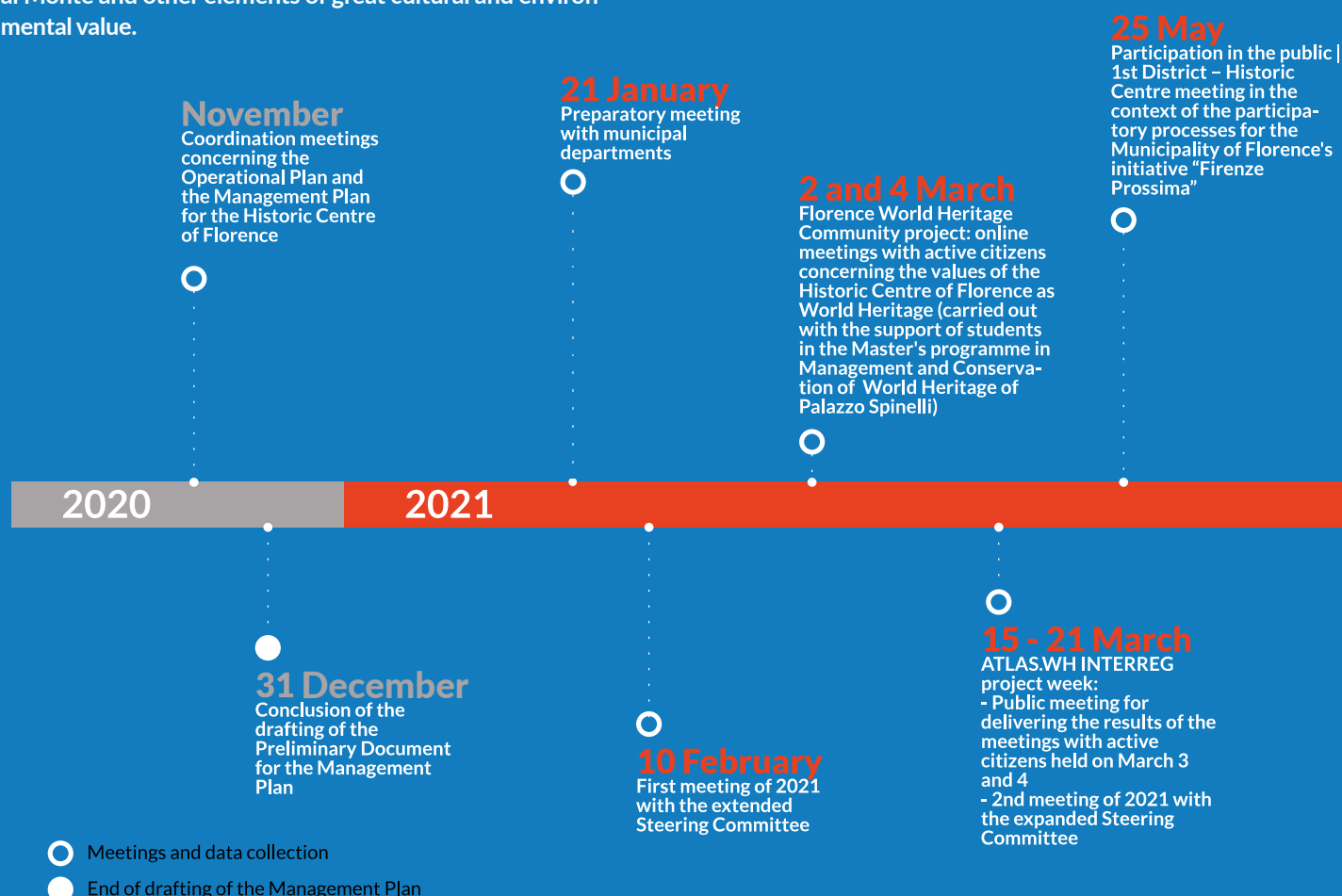
- A 5-year validity.
- An insight into the sites's governance system.
- A greater involvement of the Steering Committee in the Plan, especially in the selection of strategic projects to be included in the Action Plan.
- Periodic meetings with the managers and actors involved in the projects included in the Action Plan for a constant update of the projects in question.
- Participation of citizens and stakeholders belonging to both public and private institutions and entities from the early stages of the structuring of the Plan through surveys and online seminars.
- Inclusion of the extension of the boundaries of the Core Zone (*minor boundary modification*), to include San Miniato al Monte and other elements of great cultural and environmental value.

- Inclusion of the attributes and material elements which motivated the inclusion of the site and of the corresponding map.
- Identification of a set of indicators, organised for each Macro Area, related to the Monitoring of the State of Conservation of the site.
- Action Plan characterised by strategic projects and actions and drafted considering aspects at both the international and local levels.
- Identification of operational methods for receiving reports on new projects and monitoring the progress of selected projects.
- Concentration of the number of strategic actions of the Management Plan (in the revision of the MP, those projects from the 2016 MP and its 2018 Monitoring, which have reached a good level of maturity and consolidation and/or were never activated, will be removed).
- Greater attention to the topic of Risk Management.
- Base for the future compilation of the Third Cycle of Periodic Reporting (2022-2024).

The work concerning the updating and drafting of the Management Plan for the Historic Centre of Florence, as well as the 2016 Plan, was divided into different phases:

PHASE I

Analysis of the historical context, as well as the cultural and socio-economic features of the Historic Centre of Florence; analysis of the attributes and material elements that motivated the inclusion of the site; analysis of the regulatory and planning



framework; analysis of the main sector publications at the international level; analysis of the projects monitored through the 2018 Monitoring of the 2016 Management Plan.

- November 2020 | Coordination meetings concerning the Operational Plan and the Management Plan for the Historic Centre of Florence
- December 31, 2020 | Conclusion of the drafting of the Preliminary Document for the Management Plan

PHASE II

Involvement of the main stakeholders in the presentation and selection of strategic projects to be included in the Action Plan (sending of online questionnaires and organisation of meetings, both online and in presence); meetings with active citizens (n.2 meetings carried out in digital mode); involvement of the Florence World Heritage and Relations with UNESCO Office in the *Firenze Prossima* participatory process; organisation of an online meeting for technicians devoted to raising awareness about the updating of the Management Plan and the management of the World Heritage site.

- January 21, 2021 | Preparatory meeting with municipal departments
- February 10, 2021 | First meeting of 2021 with the extended Steering Committee
- March 2 and 4, 2021 | Florence World Heritage Community project: online meetings with active citizens concerning the values of the Historic Centre of Florence as World Heritage (carried out with the support of students in the Master's programme in Management and Conservation of World Heritage of Palazzo Spinelli)
- March 15-21, 2021 | ATLAS.WH INTERREG project week:
 - Public meeting for delivering the results of the meetings with active citizens held on March 3 and 4

- 2nd meeting of 2021 with the expanded Steering Committee
- May 25, 2021 | Participation in the *public* | 1st District - Historic Centre meeting in the context of the participatory processes for the Municipality of Florence's initiative "Firenze Prossima"
- May - July 2021 | Collection and selection of strategic projects to be included in the Management Plan's Action Plan:
 - Sending of online forms to institutions and associations in the area for the collection of strategic projects
 - Direct meetings with various stakeholders
- July - October 2021 | Revision of received projects and processing of the results of the direct meetings for the drafting of the Action Plan

PHASE III

Drafting of the Management Plan, selection of the strategic projects received through the online questionnaires; approval by the Steering Committee of the intervention proposals and the long, medium and short term project actions considered necessary for the maintenance of the World Heritage site.

- September - October 2021 | drafting of the document of the 2021 Management Plan
- 21 October 2021 | Third meeting with the expanded Steering Committee
- November 2021 | receiving of modifications/additions by the Steering Committee and finalisation of the text of the Management Plan
- December - January 2022 | Approval of the resolution of the City Council

July - October

Revision of received projects and processing of the results of the direct meetings for the drafting of the Action Plan

September - October

Drafting of the document of the 2021 Management Plan

November

Receiving of modifications/additions by the Steering Committee and finalisation of the text of the Management Plan

May - July

Collection and selection of strategic projects to be included in the Management Plan's Action Plan:

- Sending of online forms to institutions and associations in the area for the collection of strategic projects
- Direct meetings with various stakeholders

21 October

Third meeting with the expanded Steering Committee

December - January

Approval of the resolution of the City Council

2022



4.3

Involvement and participation: integrated approach and involvement in the Plan

The involvement of communities and citizenship in decision-making processes concerning heritage is a practice that has been formalised in several documents, including the *Convention Concerning the Protection of the World Cultural and Natural Heritage* (1972), the *Operational Guidelines*, the *Declaration of Budapest* (2002) and the *Faro Convention* (2005).

The importance of an integrated approach that guarantees the participation of all stakeholders in the area is, in fact, fundamental for ensuring the sustainability of management systems, so that local communities can benefit from their heritage. Although the concept of democratic participation is fundamental for any asset inscribed on the World Heritage List, its relevance within historic centres becomes even more essential, given the precarious balance between maintaining the OUV of the site and dealing with issues such as progress and liveability. Given the close interrelation between the historical and the contemporary urban fabrics in the Historic Centre of Florence, the definition and revision of the new Management Plan was undertaken through integrated approaches together with agencies and institutions active in the area, and participatory processes which involved active citizenship.

Institutional relations

Collaboration with public and private institutions, entities, associations, research and training institutes, foundations and trade associations has always been a key element of the management system of the World Heritage site. The synergies established have created a network of actors and stakeholders who actively contribute to the preservation and enhancement of the heritage of the city of Florence. In particular, the joint work between the Florence World Heritage and Relations with UNESCO Office and the University of Florence (primarily the Department of Architecture - DIDA) has resulted in a series of research projects which have brought together professionals and academic researchers. Several projects and studies carried out or completed during the 2016-2021 period, following the definition of the second Management Plan, have provided support to the municipal administration in the management of the site and in the processing of data and research results.

The “Panoramic Viewpoints and Determination of the Buffer Zone of the Historic Centre of Florence (2011-2019)” project contributed to the identification of Panoramic Viewpoints related to the World Heritage asset and to the establishment of the Buffer Zone, which is essential for enhancing the site’s protection measures and tools. “HECO - Heritage Colours (2015 - 2019)”, “Database for Areas and Buildings in Transformation (2017 - ongoing)”, “Heritage Impact Assessment (2017 - ongoing)” and the “Florence Heritage Data System (2018 - ongoing)”, are projects aimed at a greater understanding of the tangible attributes and built heritage of the Historic Centre, and concern in particular the analysis, monitoring and evaluation of transformations and impacts on the built heritage. Finally, the “Study on the Carrying Capacity of the Historic Centre (2017 - 2019)”, the “Register of Historical and Traditional Commercial Activities (2017 - 2019)” and “Florence and the Cultural Inheritance of its Religious Heritage (2017 - ongoing)”, are research projects which focus on the intangible heritage, craftsmanship and on the social, economic and environmental effects of mass tourism. The collaboration between the Administration and the University of Florence offers a holistic and integrated management of the World Heritage site, thanks to the development of methodologies and sustainable solutions that combine practice and theory.

Participation of local communities

Community involvement is now recognised as one of the five strategic objectives for the implementation of the World Heritage Convention, through the Declaration of Budapest and the identification of the '5 Cs'. Participation in the drafting and revision processes of the Management Plans by active citizenship has always been one of the strengths of the World Heritage site management system.

The current updating of the Management Plan is based on a series of consultations and meetings with the citizenship and some stakeholders:

- The *Firenze Prossima* initiative was developed in 2020 as a digital campaign for citizens and city users, with the purpose of establishing a dialogue with the municipal administration and to better plan development interventions in the city. The results obtained were analysed and published in four reports which focused on different topics. The initiative was renewed in 2021, on the occasion of the updating of the municipal planning tools, in order to find a common strategic line in terms of territorial planning. Participants had the opportunity to discuss subjects such as liveability and usage of the historic centre, well-being and quality of life, and improvements to the mobility system.
- The Values of Florence as World Heritage, is the title of a series of two meetings held online on March 2 and 4, which was part of the activities of the *AtlaS World Heritage - Heritage in the Atlantic Area* project, and addressed to a section of citizen representatives who had previously proven to be both sensitive and active towards the heritage of Florence. The initiative, promoted by the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence, in collaboration with the joint laboratory HeRe_Lab, was created to establish a dialogue with local communities regarding the significance and the values of Florence as a World Heritage site and the identification of lesser known places to be preserved. These meetings revealed the strong sense of belonging of the inhabitants, together with the collective will to find sustainable solutions for achieving a balance between the management of tourism and the liveability and well-being of citizens. The students of the Master in Management and Conservation of World Heritage of the Institute for Art and Restoration - Palazzo Spinelli, also participated in these meetings, providing support to the Office in the analysis of the results of the meetings and in the process of drafting the final report entitled "Florence Heritage Community".

- The online seminar "Towards the new Management and Sustainability Plan of the Historic Centre", a refresher meeting for professionals and technicians in the field organised on April 29, 2021, as part of the European project AtlaS.WH. The topics discussed included the update of the Management Plan of the World Heritage site, Heritage Impact Assessment in the context of both the Management Plan and the Operational Plan, and the role of the University of Florence within the AtlaS.WH project.
- Local stakeholders were actively involved in the updating of the Action Plan of the MP, participating in the selection of strategic projects and initiatives to be included and monitored in the Plan. Several local actors and stakeholders were approached and invited to compile project sheets in which they present activities that contribute to the work of the Florence World Heritage and UNESCO Relations Office concerning the protection and enhancement of the Historic Centre. This involvement is further specified in paragraph 5.1. These participatory processes led to the evaluation of ideas and solutions suggested by the community. The points that emerged at the end of the participatory processes mainly concern the mobility system and the services present in the territory, in particular the creation of cycle paths, the improvement of public transport and its sustainability, the importance of finding solutions to the lack of parking spaces for residents and the need to support and encourage small businesses and historic crafts. Participants also highlighted the need to enhance green areas and regenerate degraded areas, as well as abandoned buildings, in order to create spaces for social interaction and social housing. Finally, the issue of tourism and the extension of the cultural offer outside the Historic Centre revealed the wish of residents to distribute tourist flows and cultural services (such as museums and theatres) evenly throughout the territory, to promote alternative itineraries and lesser-known places in the city. One of the results of the participation process is the interactive map developed in the context of *Firenze Prossima*, which is a shared planning tool that is open to all. The map includes proposals on specific locations for the city's new planning tools. These proposals may concern one or more categories related to re-qualification and regeneration, housing and services for residents, public space, mobility and parking, urban green, as well as the territory, heritage and landscape. The Florence World Heritage and Relations with UNESCO Office is committed to collect these suggestions and to encourage the Municipal Administration to carry them out.

CHAPTER 5

INTRODUCTION TO THE ACTION PLAN AND TO THE MONITORING OF STRATEGIC PROJECTS



5.1

Structure of the Action Plan

Facing a troubled period that has affected all of humanity, such as the one we are going through at present, is a historic challenge. Cities are at the centre of international social and economic development, and therefore World Heritage cities have the responsibility to combine development with sustainability and the safeguarding of their Outstanding Universal Value. The Management Plan is a flexible set of operating rules and project ideas involving a great number and variety of subjects, and which is capable of evolving by incorporating updates and modification in response to changes in the circumstances and in the environment it has been developed for. On the other hand, the Action Plan is the tangible and actual application of the Management Plan: it identifies the operational strategies to be enacted and the projects to be implemented in support of the preservation of the integrity and authenticity of the site, as well as of the development of the Historic Centre.

The reprocessing of the current Action Plan can be divided into several steps:

STEP I – Analysis of local and international programmatic documents

The first step attempts to compare international and local programmatic documents, analysing their contents and comparing their objectives and projects. Several connections, similarities and synergies emerged from the analysis of these documents, which in turn led to the identification of guidelines, and also of the Macro Areas, Objectives and projects of the MP. Following is a list of the documents considered for the synopsis:

AT THE INTERNATIONAL LEVEL

- Recommendation on the Historic Urban Landscape - HUL (2011)
- Sustainable Development Goals and Targets of the United Nations 2030 Agenda (2015)
- Actions of the *Helsinki Action Plan for Europe* (2015-2016)
- Recommendations of the UNESCO/ICOMOS Advisory Mission to Florence (2017)
- Strategic objectives identified in the *Methodology for the elaboration of the Management Plans for Urban World Heritage Sites*, developed by the European project INTERREG AtlaS.WH - *Heritage in the Atlantic Area* (2019)

AT THE LOCAL LEVEL

- *Term Programme* of the Mayor of Florence for 2019-2024 (2019)
- *Initiation of the procedure regarding the Operational Plan and the variant of the Structural Plan, preliminary SEA document, ANNEXE A* (2020)
- *Rinascita Firenze - Ripensiamo alla città*, a plan developed together with the citizenship aimed at the regeneration and socio-economic recovery of the city, especially in the post COVID-19 phase (2020)

STEP II – Identification and revision of the Macro Areas

Following the analysis of the above mentioned documents, the Macro Areas were updated and redefined. Compared to the 2016 version of the MP, the Macro Area concerning “Governance, institutional and international relations and participation” was added, while the other five were maintained and renamed.



STEP III – Analysis and selection of projects monitored by the 2018 Management Plan

The identification of projects to be included within the Action Plan began with the revision of projects previously reported in the 2018 *Monitoring of the Management Plan of the Historic Centre of Florence*. The following table summarises the status of individual projects: many of these have been completed or are consolidated, and therefore were not considered for further monitoring. In fact, out of the 33 projects present in the previous Monitoring, 20 (in orange) have been included in the current Plan.

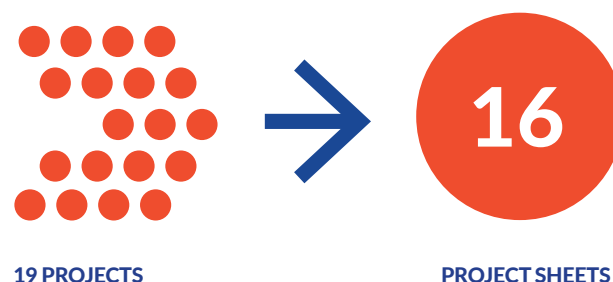
List of the projects present in the 2018 Monitoring of the Management Plan

* reported projects

	ongoing	concluded	consolidated	incorporated	Monitoring has concluded
MANAGEMENT OF THE TOURISM SYSTEM					
Tourist destination monitoring centre (DOT) Smart City Control Room and Tourist Carrying Capacity Dashboard project (TLC)					
Florence Greenway					
Study concerning the carrying capacity of the historic centre Tourist Carrying Capacity Dashboard (TLC)					
The path of the prince project of restoration and functional adaptation of the Vasari Corridor between Palazzo Vecchio, the Uffizi Gallery and Palazzo Pitti					
Firenze Card and Firenze Card +					
Destination Florence					
Mobile analytics Smart City Control Room project					
PRESERVATION AND KNOWLEDGE OF THE MONUMENTAL HERITAGE					
Heco (Heritage Colors) The data obtained will be included in the Florence Heritage Data System project					
Applicazione of buffer zone incorporation of the Buffer Zone in the Operational Plan					
New Uffizi * works of architectural and structural restoration, functional adaptation with the installation of mechanical, electrical and special systems incorporated to the Corridoio Vasariano project					
Graphiti Kommando					
Firenze perbene					
Florence I Care *					
Florence Heritage project Firenze Forma Continua					
Heritage impact assessment (HIA) project "Firenze Forma Continua"					
Town planning regulation (UR) updating of the UR in the Operational Plan					
Florence and the cultural inheritance of its religious heritage					
Florence heritage data project Florence Heritage Data System					
LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE					
Firenze Vivibile/ Liveable Florence New measures for the protection of Economic Activities of the World Heritage Historic Centre regulation concerning historic and traditional economic activities					
Firenze Vivibile/ Liveable Florence Regulations for the Decorum of the Cultural Heritage of the Historic Centre measures for ensuring the protection and decorum of the cultural heritage of the historic centre, UNESCO regulations					
Completion of social housing at the ex Murate Complex					
Progetto Oltrarno/ Oltrarno project progetto Innovation Centre - recupero dell'ex Granaio dell'Abbondanza					
Urban signage					
Urban waste Urban strategies for waste management in tourist cities partly incorporated into Firenze Città Circolare					
Atlaswh Heritage in the atlantic area: sustainability of the urban world heritage sites updating of the structure of the current MP					
MOBILITY SYSTEM					
Bike sharing 2.0 project Infrastructures and sustainable mobility for the Historic Centre					
Ele.C.Tra E-Mobility project Infrastructures and sustainable mobility for the Historic Centre					
Lines 2 and 3 of the new tramway project Infrastructures and sustainable mobility for the Historic Centre					
THE ARNO RIVER 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 risks (PSRI)					
Civil defence of the municipal museums in emergencies					

STEP IV – identification of new projects and involvement of various stakeholders

These 19 projects were incorporated into 16 projects, which in turn were added to new initiatives. The selection of the final projects was the result of a complex process of involvement: after having identified the stakeholders, a strategy was determined to obtain the necessary information to compile the forms. The first step was to create a database listing the various stakeholders located throughout the Florentine territory (over 200), to whom an online form was sent to be completed concerning activities and initiatives considered strategic for the achievement of the objectives of the MP.



STEP V – selection of the projects received

The choice of the initiatives to be included in the Action Plan was determined by the following criteria:

- their correspondence to the six thematic areas and their respective objectives
- their tangible effect in supporting and maintaining the Outstanding Universal Value of the site (regarding the criteria, authenticity and integrity as defined in the OUV Declaration)
- their relevance to the “5 Cs” strategy
- their actual capability in responding to critical issues that could interfere with the preservation, management and enhancement of the site.

After this, the leaders of the selected project were invited to participate in direct meetings (most of which held online) so as to receive further information and insights in order to complete all sections of the Action Plan.

Reported projects not selected for the Action Plan were however considered for the next Monitoring of the MP and are therefore briefly presented at the end of the Macro Area of Reference.

The strategy of the “5Cs” is indicated in the Declaration of Budapest of 2002 and is aimed at:

- strengthening the credibility of the World Heritage List | CREDIBILITY;
- ensuring the effective and sustainable conservation of properties | CONSERVATION;
- favouring and promoting education and training concerning World Heritage | CAPACITY BUILDING;
- increasing the awareness of public opinion through communication | COMMUNICATION;
- involving the resident population at the moment of applying the Convention, thus strengthening the role of the community | COMMUNITIES.

On the other hand, the five criticalities that could interfere with the preservation, management and enhancing of the site were taken from the analysis of the State of Conservation of the site, carried out during the second cycle of the Periodic Reporting (2014) and from the 2016 Management Plan are:

- congestion of the Historic Centre due to MASS TOURISM;
- CONSERVATION of monumental heritage;
- MOBILITY SYSTEM AND AIR POLLUTION;
- risks related to the FLOODING OF THE ARNO RIVER and climate change;
- DECREASE IN THE NUMBER OF RESIDENTS of the Historic Centre.



STEP VI – reprocessing of information and final drafting of the project sheets of the Action Plan

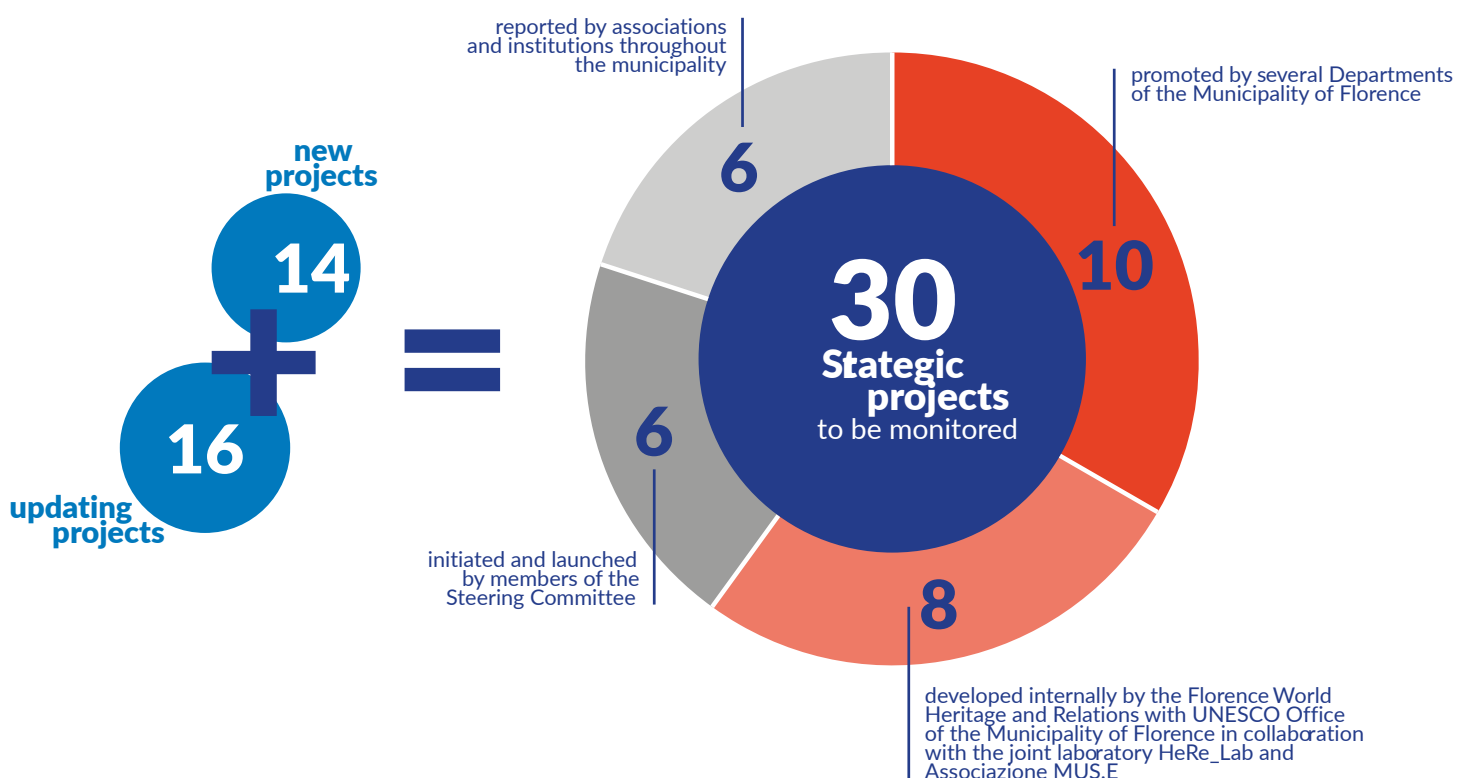
In addition to identifying new projects, the involvement of the various stakeholders contributed to the updating of the content of the 16 projects of the 2018 Monitoring of the MP. The result of this process led to the inclusion of a total of 30 strategic projects to be monitored over time, some of which were:

- developed internally by the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence in collaboration with the joint laboratory HeRe_Lab and Associazione MUS.E (n.8 projects)
- promoted by several Departments of the Municipality of Florence (n.10 projects selected from the proposals sent by 14 Municipal Departments and offices involved)
- initiated and launched by members of the Steering Committee (n.6 projects selected from the proposals of the members of the expanded Steering Committee)
- reported by associations and institutions throughout the municipality (n.6 projects selected from the 34 proposals received from over 200 associations and institutions involved).

The information received through the online forms and direct meetings was reprocessed to fit the project form template developed for the selected Action Plan initiatives, which was structured as follows:

- Title of the project
- Brief description of the project
- Table of reference to the “5 Cs”
- Table of the five criticalities of the site identified and addressed by the project
- Table of response to OUV regarding criteria, authenticity and integrity
- Entities in charge of the Action and other subjects involved
- Objectives and expected results
- Project monitoring indicators
- Time frame: short term (0-1 year), medium term (1-3 years) and long term (3-6 years).

Strategic projects to be monitored over time



5.2

Monitoring of strategic projects

As mentioned in the previous chapters, the elaboration of the MP of a UNESCO World Heritage site is part of a circular process which, starting from the analysis of the territory and the determination of the objectives, includes the participatory phase, a planning and drafting phase, and an implementation and monitoring phase. It is only at the end of this cycle that the process of revision of the MP begins, in order to evaluate over time the correct implementation of the strategic actions for the World Heritage site.

Monitoring is also useful for determining the effectiveness of the management system by measuring the progress and results of the Action Plan, so as to provide information concerning the state of events and ascertaining how much of the planned programme has been achieved. In other words, monitoring measures the implementation of the MP as it relates to the protection of the OUV, both in qualitative and quantitative terms.

It is therefore necessary to determine indicators for measuring both the changes brought about by the strategic projects selected in the Action Plan and the progress of each individual project. For this reason, the Action Plan will be monitored in two ways through:

- **Evaluation Parameters:**

In order to obtain a general estimate of the ways in which the selected strategic projects have had an impact on the Macro Area of reference, in terms of achieving the proposed objectives. These parameters are intended to answer the following questions: Have the selected projects been truly

effective in achieving the established objectives? Are they in line with the Sustainable Development Goals of the 2030 Agenda and other local and international policy documents?

- **Efficacy indicators:**

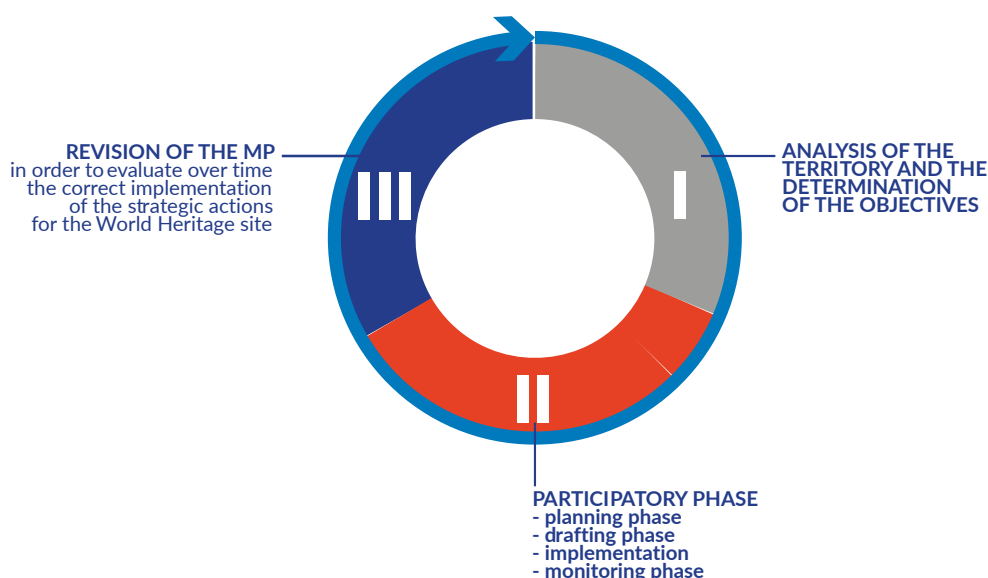
In order to track the progress of individual projects and to understand whether they have been adequately and effectively implemented over time. The aim is to answer, through the analysis of the indicators, the following question: did the project provide support to the OUV of the site and help to mitigate risk factors?

The Action Plan monitoring process will be coordinated by the Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence together with local stakeholders. In fact, it is worth underlining that, in addition to a preliminary internal technical assessment of both evaluation parameters and the efficacy indicators, the monitoring procedure will be carried out through periodic meetings and listening sessions with all the parties involved (from Municipal Departments to associations and institutions active in the territory). In brief, the monitoring process will result in:

- data collection and a continuous exchange of information for assessing the feasibility and measurability of the projects through the new website and the capacities of the Office
- process of involvement and concerted and shared evaluation through direct meetings.

The results of the process will be presented on the occasion of the drafting of the *Monitoring of the MP*, which usually takes place approximately 2 years after the publication of the last updating of the MP.

The elaboration of the MP is part of a circular process





5.3

Lines for the Action Plan

The process of drafting the update of the Management Plan has revealed how elements such as participation in municipal participatory processes and international programmes, the involvement of the local community, the alignment of the principles of the MP with urban planning tools, and the collaboration between different entities and institutions, are of fundamental importance for determining common objectives of a strategic nature in terms of planning at the territorial level.

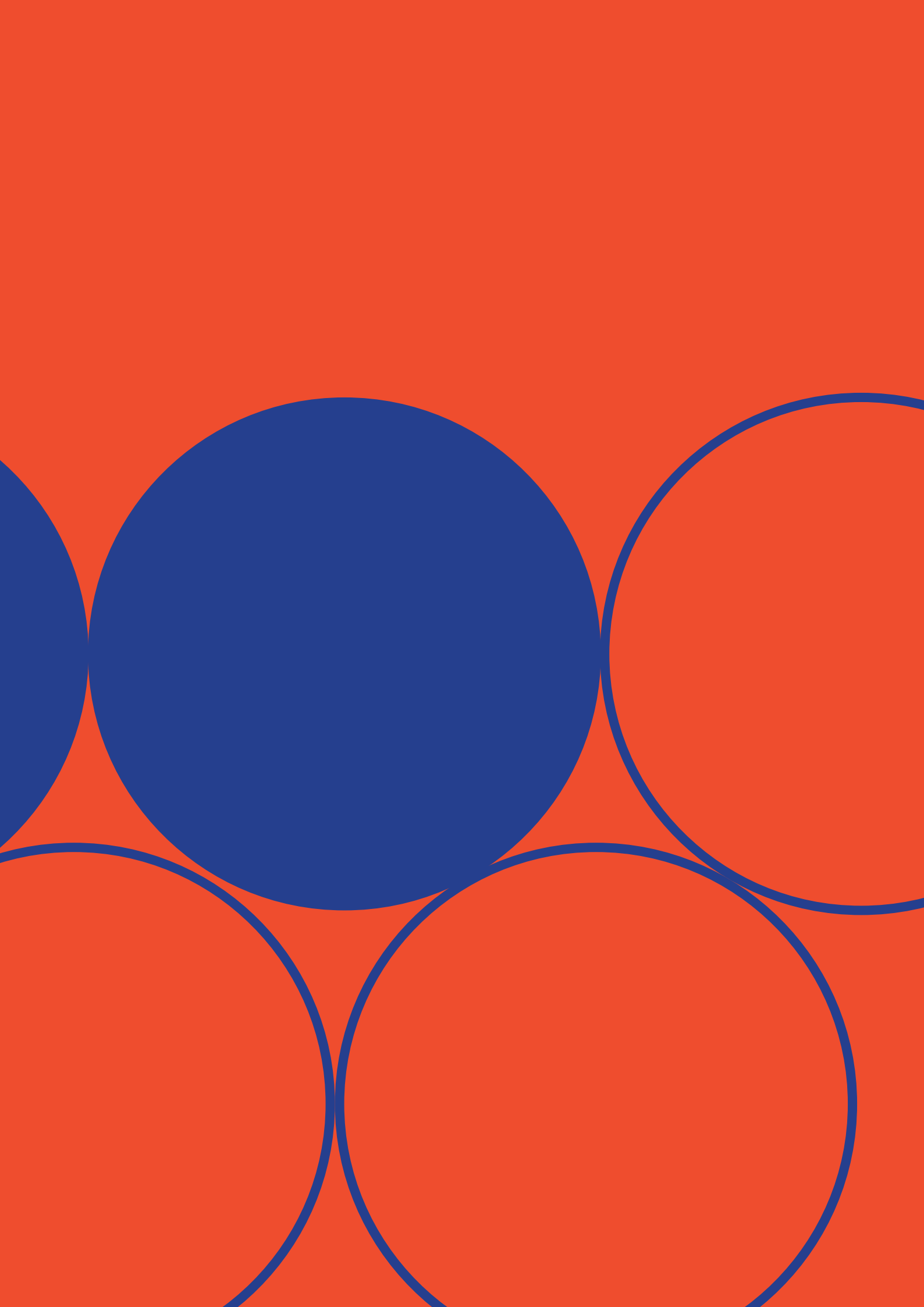
In view of the fact that a good management of a World Heritage site also depends on the way in which critical issues are solved in the areas both surrounding and adjacent to the *Core Zone* - according to the concepts expressed in the Historic Urban Landscape approach -, it is appropriate to think of the entire urban context of the metropolitan city of Florence as an *unicum* in which the various tools of territorial planning communicate with each other and determine in a clear and simple way common lines of action for increasing liveability, such as, for example:

- supporting commercial activities, small shops and historic businesses in order to enhance the usage and enjoyment of the various districts;
- strengthening the manufacturing system and the service sector, encouraging the creation of technological incubators;
- keeping urban green areas accessible to the inhabitants and enhance public green areas as spaces for social interaction and involving the citizenship in the maintenance of green areas; furthermore, the hills and the surrounding landscape must be protected and enhanced without, however, limiting the development of the agricultural sector;

- solving critical issues related to mobility and parking, such as the efficiency of the public transport system (both inside and outside of the historic centre, connecting it more with the surrounding areas) by favouring electric vehicles and improving night public transport services;
 - encouraging as much as possible spaces which are designed and managed in a shared manner, especially concerning the re-qualification of abandoned buildings and areas;
 - investing in sustainable tourism strategies by identifying alternative cultural and natural itineraries, so as to decentralise tourist flows and increase opportunities for those who live and work both inside and outside the Historic Centre through the enhancement of new poles of attraction;
 - implementing the *Heritage Impact Assessment* and the *Preliminary Assessment Model* developed by HeRe_Lab, as integrated procedures in local urban planning tools and for the assessment of infrastructure projects;
 - identifying ways to make the entire system of regulations and planning tools in force at the local level acknowledge the fundamental value and the level of commitment that derives from the inclusion of the Historic Centre of Florence in the *World Heritage List*, promoting the OUV as one of the keys concepts;
 - determining sustainable policies for the use of public space in the historic centre, thus enhancing liveability for residents;
 - strengthening the role of the Steering Committee of the site in coordinating and developing programmes aimed at the recovery, preservation and enhancement of the cultural heritage.
- This general vision has been adopted in a transverse and tangible manner by the various strategic projects of the Action Plan.

ACTION PLAN

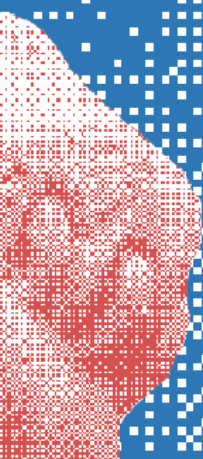






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nowledge
bility
sm system
vironment
bility



tools

| HUL (2011)

4

step

| Heritage in Urban Contexts (2020)

8

objectives

| Agenda 2030

17

targets

| Heritage in Urban Contexts (2020)

169

recommendations

6

fields

| INTERREG AtlaS.WH

5

INTERNATIONAL DIMENSION

SYNERGY BETWEEN MACRO AREAS AND PROGRAMMATIC DOCUMENTS

The following outline summarises the synergy that exists between the Macro Areas and the international and local programmatic documents that led to the identification of the Macro Areas, as described in the Preliminary Document of the Management Plan (2019). The programmatic tools analysed were the following:

INTERNATIONAL CONTEXT

- Approach to the Historic Urban Landscape - HUL: the approach is defined by four Tools presented in the *UNESCO Recommendation on the Historic Urban Landscape - HUL* (2011) and eight Steps that are described in the document *Heritage in Urban Contexts: Impacts of Development Projects on World Heritage properties in Cities* (2020).

- Sustainable Development Goals and Targets of the 2030 Agenda of the United Nations, which guide the activities and vision of the Office and the Municipal Administration. The 17 objectives and 169 targets were fundamental also in the selection of the strategic projects to be included in the Action Plan.
- Helsinki Action Plan for Europe, a programmatic document drafted following the second cycle of the Periodic Reporting concerning World Heritage sites in Europe. The Plan is divided into 34 actions.
- UNESCO/ICOMOS Advisory Mission, held in Florence in May, 2017. The Mission of experts presented six Recommendations that have guided the Florence World Heritage Office in the undertaking of activities and in the drafting of the Management Plan.

actions
| Helsinki Action Plan for Europe

34

thematic areas
| Rinasce Firenze

9

strategic paths
| Mayor's programme (2019/24)

14

LOCAL DIMENSION

- Methodology for the elaboration of Management Plans for Urban World Heritage Sites, which was the result of the European project INTERREG AtlaS.WH - *Heritage in the Atlantic Area*. The methodology develops around five Fields, which in turn are divided into Strategic Objectives.

LOCAL CONTEXT

- *Term Programme of the Mayor of Florence for 2019-2024*, a document that defines the visions and actions of the Municipal Administration through 14 strategic paths (2019).
- *Launch of the procedures for the Operational Plan and the variant of the Structural Plan, preliminary SEA document, ANNEXE A*. The Municipal Operational Plan will determine the guidelines for the development of the territory (2020).

- *Rinasce Firenze - Ripensiamo alla città*, the plan for the revival of the city of Florence after the period of lockdowns in 2020 related to the COVID-19 pandemic. The project was developed with the cooperation of the citizens and is based on 9 sectors and thematic areas that were considered critical during the pandemic and which require actions of enhancement and promotion for the rebirth and socio-economic recovery of the city (2020).

The following matrix summarises the synergies of the Macro Areas in relation to the programmatic instruments, both international and local, that were analysed for determining the structure of the Action Plan. After this, a detailed presentation is made of the tools, actions, paths and objectives that justify the establishment of the six Macro Areas and provide an account of the way in which the Management Plan is situated within both local and international initiatives and frameworks.

SCHEMA 3

the synergy between the Macro Areas and the international and local programmatic documents

MACRO
AREA 1MACRO
AREA 2

INTERNATIONAL DIMENSION

Historic Urban Landscape Approach

pag. 52

Tool 1

Tool 4

Step 1 | i

Step 2 | i, ii, iii

Step 5 | i, ii

Step 7 | i, ii

Step 8

Tool 2

Tool 3

Step 3 | i, ii

Step 4 | i

Step 6 | i, ii

Step 7 | i, ii

**Sustainable Development Goals
of the 2030 Agenda**

pag. 151

Objective 4 | 4.4

Objective 5 | 5.c

Objective 8 | 8.3

Objective 9 | 9.5

Objective 10 | 10.2

Objective 16 | 16.6, 16.7

Objective 17 | 17.14, 17.16

Objective 4 | 4.7

Objective 6 | 6.1

Objective 9 | 9.1, 9.4

Objective 10 | 10.2

Objective 11 | 11.3, 11.4, 11.a

Objective 15 | 15.9

Helsinki Action Plan for Europe

pag. 150

Action 9 | Action 22

Action 13 | Action 23

Action 15 | Action 24

Action 16 | Action 25

Action 17 | Action 26

Action 18 | Action 27

Action 19 | Action 28

Action 20 | Action 29

Action 21 | Action 34

Action 21

Action 22

Action 23

Action 24

Action 25

Action 26

UNESCO/ICOMOS Advisory Mission

pag. 56

R5

R 2

R 3

R 4

R 6

**Methodology for the elaboration of the
Management Plans for Urban World
Heritage Sites | World Heritage Atlas**http://www.atlaswh.eu/files/publications/20_1.pdf

Strategic objective 1.1

Strategic objective 1.2

Strategic objective 1.3

Strategic objective 1.4

Strategic objective 1.5

Strategic objective 2.2

Strategic objective 4.5

Strategic objective 2.1

Strategic objective 3.1

Strategic objective 4.5

LOCAL DIMENSION

**Mayor's Term Programme for
2019-2024**<https://www.comune.fi.it/system/files/2019-09/programma-di-mandato.pdf>

Strategic path 6

Strategic path 7

Strategic path 12

Strategic path 13

Strategic path 9

Operational Plan<https://accessoconcertificato.comune.fi.it/>

Action 4.1

Action 4.7

Action 4.1

Action 4.3

Action 4.7

Rinasce Firenze Projecthttps://www.comune.fi.it/system/files/2020-05/rinascefirenze_DOC_6.pdf

Obiettivo 1

Obiettivo 6

Obiettivo 7

Obiettivo 9

Obiettivo 1

Obiettivo 2

Obiettivo 6

TAB. 4

Synergies between Macro Areas and national
and international programmatic documents

MACRO
AREA 3MACRO
AREA 4MACRO
AREA 5MACRO
AREA 6

Tool 4

Step 2 | i, ii, iii

Step 4 | i

Step 6 | i, ii

Step 7 | i, ii

/

Step 4 (i)

/

Objective 1 | 1.4
Objective 2 | 2.2, 2.3
Objective 5 | 5.c
Objective 6 | 6.1
Objective 8 | 8.2, 8.3
Objective 10 | 10.2
Objective 11 | 11.7
Objective 12 | 12.3, 12.5

Objective 8 | 8.9
Objective 12 | 12.b

Objective 1 | 1.5
Objective 2 | 2.2, 2.3
Objective 3 | 3.d
Objective 6 | 6.6
Objective 9 | 9.1, 9.4
Objective 11 | 11.6, 11.7
Objective 12 | 12.3, 12.5
Objective 13 | 13.1, 13.2, 13.3
Objective 14 | 14.1
Objective 15 | 15.2, 15.9

Objective 7 | 7.2
Objective 11 | 11.2, 11.6

/

/

/

/

R 4

R 1

/

R 1
R 2
R 3

Strategic objective 3.1
Strategic objective 4.1
Strategic objective 4.2
Strategic objective 4.5

Strategic objective 4.1
Strategic objective 4.2

Strategic objective 4.5

Strategic objective 3.1
Strategic objective 4.1

Strategic path 3
Strategic path 4
Strategic path 5
Strategic path 7
Strategic path 8
Strategic path 10

Strategic path 11

Strategic path 2
Strategic path 14

Strategic path 1

Action 4.1
Action 4.5
Action 4.6

Action 4.1

/

Action 4.5

Objective 1
Objective 3
Objective 5
Objective 6
Objective 7
Objective 8

Objective 5

Objective 3

Objective 1
Objective 2
Objective 4

Overview of the Projects

The following table provides an overview of the selected projects that will be monitored within the Action Plan. Each individual project is included in a specific Macro Area. In addition, given the transversal nature of some projects, it was considered appropriate to indicate (in the right column) how each project also contributes to achieving the objectives of other Macro Areas.

MACRO AREA 1

GOVERNANCE, INSTITUTIONAL AND INTERNATIONAL RELATIONS AND PARTICIPATION

1.1 LOCAL INTER-INSTITUTIONAL RELATIONS

Project 1 | Reorganisation of the Steering Committee
others macro areas 2 | 3 | 4 | 5 | 6

Project 2 | Smart City Control Room
others macro areas 2 | 3 | 4 | 5 | 6

Project 3 | Florence Heritage Data System
others macro areas 2 | 3 | 4 | 5 | 6

1.2 INTERNATIONAL RELATIONS

Project 4 | Florence Heritage Data System
/

MACRO AREA 2

PLANNING, PRESERVATION AND KNOWLEDGE OF THE HERITAGE

2.1 PLANNING

Project 5 | Updating of urban development plans: Structural Plan (SP) and Operational Plan (OP)
others macro areas 3 | 4 | 5 | 6

Project 6 | Heritage Impact Assessment (HIA)
others macro areas 1 | 3 | 4 | 5 | 6

Project 7 | Buffer Zone, Visual Axes and Panoramic Viewpoints
others macro areas 5 | 6

2.2. KNOWLEDGE

Project 8 | Firenze Forma Continua
others macro areas 3 | 4 | 5

Project 9 | Florence and the Cultural Inheritance of its Religious Heritage
others macro areas 3 | 4 | 5

2.3 PRESERVATION AND RECOVERY

Project 10 | Restoration and functional adaptation of the Vasari Corridor of the Uffizi monumental complex in Florence
others macro areas 3 | 4

Project 11 | Renovation of the Bargello Museums
others macro areas 4

Project 12 | National Museum of San Marco - "Museum of Ancient Florence"
others macro areas 4

Project 13 | Renovation of the monumental complex of Sant'Orsola
others macro areas 3 | 4

Project 14 | Maintenance and enhancement of the cultural heritage of the Municipality of Florence
others macro areas 3 | 4

MACRO AREA 3

LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE

Project 15 | Social Housing projects – residential structures for the inhabitants
/

Project 16 | Commerce for liveability in the historic centre
others macro areas 4

Project 17 | Minor Squares of the Historic Centre of Florence
others macro areas 2 | 4 | 5

Project 18 | Be.Long – Accommodation for students and temporary residents
others macro areas 4

Project 19 | Manifattura Tabacchi
others macro areas 2

Project 20 | Innovation Centre – Renovation of the former Granaio dell'Abbondanza
others macro areas 2

Project 21 | MIDA – International Crafts Exhibition
others macro areas 4



MANAGEMENT OF THE TOURISM SYSTEM

Project 22 | Medici Villa of Petraia and Garden of the Villa of Castello. Proposal for favouring the decentering of the tourism offer
others macro areas 2 | 3 | 5 | 6

Project 23 | Feel Florence
others macro areas 3 | 5 | 6

Project 24 | Observatory of the Carrying Capacity and Sustainability of the Decentering of the Tourism Offer in the Historic Centre
others macro areas 3 | 6

Project 25 | Firenze Greenway
others macro areas 2 | 3 | 5 | 6



ENVIRONMENT AND CLIMATE CHANGE

Project 26 | Protection of municipal museums and movable cultural heritage during emergencies
others macro areas 2

Project 27 | Firenze Città Circolare
others macro areas 3 | 4

Project 28 | Green Plan
others macro areas 2 | 3

Project 29 | Projects for the reduction of hydro-geological and flood-related risks for the river Arno
others macro areas 2



MOBILITY SYSTEM

Project 30 | Infrastructures and sustainable mobility for the Historic Centre
others macro areas 3 | 4 | 5

DESCRIPTION

Institutional relations and the site's governance system

This Macro Area aims to collect projects and initiatives which concern the governance, the involvement of the local communities and the international relations of the Florence World Heritage and Relations with UNESCO Office.

The Steering Committee is a body formed by the Municipality of Florence, the Tuscan Regional Authority and the Ministry of Culture, represented by the Regional Secretariat. Other institutions that participate in the Steering Committee meetings are Service II - UNESCO Office of the Ministry of Culture, the Superintendence of Archaeology, Fine Arts and Landscape of the Metropolitan City of Florence and the Provinces of Pistoia and Prato, and the Regional Directorate for the Museums of Tuscany (MiC). A reorganisation of the Steering Committee could provide an opportunity for updating the outdated Memorandum of Understanding, which dates back to 2007, and regulates the Committee. This update could ensure a more active participation of the Steering Committee members, which would in turn lead to a wider vision of the critical issues and opportunities of the site, in view of a sustainable management of the Historical Centre. This proposal to reorganise the Steering Committee includes an in-depth analysis of the phases for identifying and mapping potential site values and attributes, for example those values that, although not included in the Statement of Outstanding Universal Value, are significant to the understanding and safeguarding of the site.

From the point of view of the territory, the Municipality and the Metropolitan City work toward the creation of "Greater Florence", a strategic initiative based on the principles of territorial synergies and joint planning (mobility, tourism and issues related to cultural and natural heritage), themes which belong to the Historic Urban Landscape approach.

At the ministerial level, the Regional Commission for the Cultural Heritage (known as Co.Re.Pa.Cu.) is a collegiate inter-sectorial body that protects the cultural heritage and favours a unitary management of the Tuscan heritage.

One of the weaknesses of this Management Plan is the limited involvement of young adults (18-35 age group) in the development of sustainable strategies and the identification of critical issues within the Historic Centre. The participation of young people should be increased, since their involvement is of the utmost importance in identifying the values of the Historic Centre and of the city's heritage, communicating them effectively, and raising awareness among the communities of the site. Associazione MUS.E and the UNESCO Center for Florence are engaged in educational and training activities involving the city schools through the project *FirenzeperBene* and other initiatives aimed at the involvement of young people. In order to strengthen these activities, it would be useful to tighten the institutional relationship with the Italian Youth Association for UNESCO (AIGU).

It would be equally advisable to explore the role that "Collaboration Pacts" can play in fostering community participation. Collaboration Pacts are tools that establish collaborations between citizens and the municipal administration for participatory activities concerning the care and regeneration of common urban assets. These conventions could represent an innovative key for the shared management and active and participatory preservation of the city's heritage, which would in turn support site governance through the regulation of citizen involvement.

Furthermore, in order to control the significant visitor flows and establish an integrated management system to visit the city's main attractions, it is essential to establish and communicate a widespread strategy of reservations at the municipal and metropolitan level. Compulsory reservation, extended to all cultural and non cultural institutions in the area alike, offers numerous advantages, such as: relieving congestion in the Historic Centre, caused by mass tourism, respecting the limits of the Tourist Carrying Capacity, as well as increasing the quality of the visit and the sustainability of the site. Finally, compulsory reservations ensure the proper implementation of the restrictions and health regulations related to the COVID-19 pandemic, since they are based on reducing crowds and ensuring social distancing.

1

MACRO AREA

Governance, institutional and international relations and participation

International relations

The Florence World Heritage and Relations with UNESCO Office has always been active at both the national and international levels in terms of the exchange of best practices and sustainable strategies for the management of cultural and natural sites. The Office has been included in several international initiatives and projects, such as:

- *ATLAS World Heritage - Heritage in the Atlantic Area* (2017-2020), a transnational project funded by the Interreg Atlantic Area, aimed at developing strategies for addressing common challenges and enhancing the sustainability of World Heritage sites, and in particular those of Florence, Porto, Bordeaux, Santiago de Compostela and Edinburgh.
- The celebrations, held in 2021, of the 10th Anniversary of the adoption of the *Recommendation on the Historic Urban Landscape* (June 16-24, 2011), involved the participation of site managers and World Heritage experts from all over the world. The Florence World Heritage and Relations with UNESCO Office contributed through the dissemination of a video by Carlo Francini, the Site Manager, and another by the Mayor of Florence, Dario Nardella, in which he adhered to the call for action of the event, supporting the HUL approach and raising awareness on the issues of the Recommendation.
- *World Heritage Canopy - Heritage Solutions for Sustainable Futures*, a platform coordinated by the UNESCO World Heritage Centre that gathers solutions that combine heritage preservation and Sustainable Development. The Florence World Heritage and relations with UNESCO Office contributed to the platform by means of the Big Data System project and the Monitoring of the Management Plan.
- The cycle of workshops organised by ICCROM titled *Heritage Place Lab Pilot Phase* (September 14, 2021), aimed at strengthening the synergies between research and practice in the management of World Heritage sites. The Office had the opportunity to present *HeRe_Lab's* good practices, so as to disseminate the results obtained by the Lab and inspire other site managers and researchers.
- *PANORAMA - Solutions for a Healthy Planet*, the virtual platform managed by IUCN that promotes solutions, approaches and processes adopted in protected areas and cultural sites, all of which are focused on the connection between nature and culture. In the context of Florence, the *Greenway* project and the creation of *HeRe_Lab* have been included in the database as good practices for a virtuous connection between the historic centre and the urban countryside, as well as for a sustainable management of the World Heritage site.

- The fourth World Heritage Site Managers' Forum, which is the annual meeting of Site Managers in charge of managing World Heritage sites, was organised jointly with the sessions of the UNESCO World Heritage Committee. The Florence World Heritage Office took part in the Forum where it presented its experience, the structure of the new Management Plan, the critical issues detected and the role of Sustainable Development as part of the site's management strategies.

These are just some of the initiatives that have permitted a dialogue with and a greater participation of the actors operating in various fields and countries, which have led to a deepening of the knowledge of the Outstanding Universal Value of the Historic Centre of Florence and to the development of strategies and best practices for the collective well-being.

OBJECTIVES

- Clarify and agree as to roles and responsibilities regarding the protection and preservation of the site.
- Strengthen the site's governance.
- Improve the links between the various policy strategies and planning tools focused on the WHS and its neighbouring areas, and WHS values.
- Increase World Heritage credibility, as well as the understanding and sense of responsibility of institutions and related offices (at the local level).
- Identify tools for local community involvement and consultation in site-related issues and strategies.
- Strengthen the credibility of Florence within the international World Heritage network (at the international level).
- Consolidate transnational cooperation through specific European projects and strengthening the collaboration between UNESCO World Heritage sites and cities twinned with Florence.
- Collaboration in project initiatives aimed at strengthening the management capabilities of public entities and associations in the management of the property inscribed on the World Heritage List.

EVALUATION PARAMETERS

- Annual number of initiatives relevant at the international level related to UNESCO to which the Florence World Heritage and Relations with UNESCO Office participates.
- Annual number of meetings of the Steering Committee.
- Annual number of meetings that contemplate the participation of the local community and of stakeholders in the Management Plan and the World Heritage site's values.
- Annual application and updating of the database system - Florence Heritage Data system.

Project 1

Inter-institutional relations

REORGANISATION OF THE STEERING COMMITTEE

Description

The Memorandum of Understanding of 2007 established the Steering Committee of the Historic Centre of Florence, which is currently composed of the Municipality of Florence, the Tuscan Regional Authority and the Regional Secretariat of the Ministry of Culture. This body has the task of following the updating and implementation of the Management Plan, and recognises the Municipality of Florence as the entity in charge of the site. With the reforms of the Ministry of Culture, at the level of peripheral institutions, many competences have changed and with the forward progress of the activities related to the management of the site it will be necessary to carry out a reorganisation of the committee itself. This will favour the direct involvement in the management of the site of the community and other regional contexts.

Competence

Main competent entity

Municipality of Florence (Department of Culture and Sports, Florence World Heritage and Relations with UNESCO Office)

Other entities involved

Tuscan Regional Authority, Regional Secretariat for Tuscany

Timeframe

Short term

Objectives and expected results

- Extension of the new Steering Committee to other entities and institutions active in the territory
- Identification and precise definition of the roles and responsibilities of the members of the new Steering Committee
- Establishment of new Memoranda of Understanding with other entities in the area dedicated to the management and preservation of the World Heritage site
- Identification of the coordinating role of the Steering Committee regarding programmes for the conservation and enhancement of cultural heritage
- Operation of the Steering Committee

Efficacy indicators

- Approval from the members of the new organisation of the Steering Committee
- Planning of n.3 meetings
- Verification of the participation of the members in the meetings
- Extension of the work of the Steering Committee to the community
- Determination of an extended form of participation of the community in the Steering Committee

Strategic Objectives (five “Cs”)

Credibility	●
Conservation	●
Capacity building	●
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	●
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 2

Inter-institutional relations

SMART CITY CONTROL ROOM

Description

The project is designed as a physical space used as a control room and is based on a big data platform for Firenze Smart City, a project aimed at providing support in the determination of strategies and guidelines to ensure the city is at human scale, sustainable and efficient, focusing on the well-being and quality of life of its inhabitants, thus also supporting the enabling process for a better management of the city. This data management platform contemplates several thematic dashboards, including the environment, mobility and energy. In considering sustainable mobility as a first reference asset, the Smart City Control Room proposes for this area the collection and processing of data related to mobility, ongoing works, safety, congestion and number of movements within the city, which result from data sharing between the Municipal Departments, utilities and public services managers. Data are thus used not only to plan and manage city mobility but also to organise and offer services and means of transport which are deemed necessary, such as vehicle sharing, in order to discourage the use of private transport in favour of public transport. The dissemination of this information ensures greater knowledge and awareness and also the possibility to make the best sustainable choice thanks to applications, such as IF - Infomobility Florence, which overcome particularistic management approaches and increase the fluidity of governmental processes based on data collected in real time. The activities carried out by the Smart City Control Room will allow the implementation of data-driven management, the development of more effective responses to critical issues that have an impact on the population and the analysis and sharing of databases and processes, also from a B2G perspective, so as to address and guide data-driven management choices on issues such as environmental sustainability, also improving liveability in the Historic Centre.

Competence

Main competent entity

Municipality of Florence: General Directorate; Department of New Infrastructures and Mobility of the Municipality of Florence (general coordination); Department of Information Systems (regarding technological development)

Other entities involved

Transversal project involving several departments of the Administration, such as the Environment Department, Technical Services, and the Mayor's Office

Timeframe

Long term

Objectives and expected results

- Collection, sharing and processing of mobility-related data for the real-time management of traffic and the activities of urban services managers (both public and private)
- Development and inclusion of ITS tools (traffic supervision, parking management system, smart lighting system, video surveillance, public transport monitoring system, access control system, event and road works management, and so on)
- Development of solutions for communicating traffic conditions and mobility options to citizens in real time
- Big data analysis for guiding urban, environmental and social sustainability strategies and policies
- Systems for encouraging the use of eco-sustainable means of transport for moving within the urban area
- Systems and models for urban green planning

Efficacy indicators

- Annual number of road accidents detected
- Extent of public transport vehicles and infrastructure (km of tramway tracks and number of vehicles)
- Number of local Action Plans drafted/updated/monitored (PAESC, PUMS, Municipal Operational Plan, Green City Accord)
- Reduction of CO2 emissions into the atmosphere (- 60% before 2030)
- number of accesses to the Limited Traffic Zone (in Italian ZTL) for each category of vehicle

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	●
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	
Authenticity	●

Project 3

Inter-institutional relations

FLORENCE HERITAGE DATA SYSTEM

Description

The purpose of the project is to further develop the Geographic Information System organisation model developed as part of the “Florence Heritage Data” project included in the 2018 Monitoring of the Management Plan.

This system, which operates in conjunction with the database of the Municipality of Florence through the GeoSolution Mapstore2 platform, can be envisaged as a spatial and logical index that allows the linking of databases, whether already available or currently being implemented by HeRe_Lab and other public entities active in the territory, which contribute to the promotion and enhancement of the features of excellence of the city, its active protection and safeguarding of its cultural heritage.

The platform will therefore become a “container” from which information can be obtained in a simple and direct way, and data aimed at consistency, monitoring of the state of conservation of the site and support in the retrieval of data for the drafting of documents and reports for the UNESCO World Heritage Centre can be extrapolated.

Competence

Main competent entity

Municipality of Florence: Florence World Heritage and Relations with UNESCO Office (Department of Culture and Sports), Department of Information Services; HeRe_Lab - DIDA - UNIFI

Other entities involved

Linea Comune S.p.A

Timeframe

Short term

Objectives and expected results

Creation of a functional and integrated geographic information system which among other outputs has an easily searchable platform, providing updated information on the World Heritage site “Historic Centre of Florence”, its management and any possible changes

- Use of the platform as a functional tool for the compilation of Periodic Reporting and to build greater awareness of the site and of the dynamics among its main stakeholders
- Updating of the list of buildings that are “at risk” due to disuse and/or decay, of the mapping of attributes of Outstanding Universal Value and potential future ones, as well as of the data concerning initiatives included in the previous phases of the project

Efficacy indicators

- Determination of criteria aimed at bettering the researchability of data and graphic interface
- Number of updated projects
- Number of new projects included
- Dissemination activities concerning the development and results of the project
- Effective use of the system for locating information and data analysis

Strategic Objectives (five “Cs”)

Credibility	●
Conservation	●
Capacity building	
Communication	●
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 4

International relations

PARTICIPATION IN INTERNATIONAL PROGRAMMES

Descrizione

The Florence World Heritage and Relations with UNESCO Office has always envisaged the management of the site from a broader vision of participation and involvement in projects, initiatives and programmes at the international level. The exchange of best practices with both professionals in the field and Site Managers is an important opportunity for the dissemination of the values of the Historic Centre of Florence and the improvement of local policies through the implementation of innovative ideas and strategies which have already been tested in other cultural and natural sites. An example of successful international initiatives is the European project *AtlaS.WH. Heritage in the Atlantic Area*, developed in collaboration with the World Heritage sites of Porto, Bordeaux, Edinburgh and Santiago de Compostela, which resulted in the development of a shared planning, monitoring and governance methodology from a perspective of Sustainable Development. In the context of the *UNESCO World Heritage Cities Programme*, the Office took part in the 10th Anniversary of the adoption of the Recommendation on the Historic Urban Landscape, and shared on the *World Heritage Canopy - Heritage Solutions for Sustainable Futures* platform its experience in the Monitoring of the projects included in the Management Plan and the Big Data System. On the other hand, HeRe_Lab, as a positive example of research and practice for the management of a World Heritage site, was presented and studied both on the occasion of the *Heritage Place Lab*, a cycle of seminars organised by ICCROM and aimed at creating synergies between research teams and the field management of several UNESCO sites, and on the *PANORAMA - Solutions for a Healthy Planet* platform. Furthermore, the site manager for the 'Historic Centre of Florence' participated in the 4th *World Heritage Site Managers' Forum*, sharing his reflections of sustainable tourism and on the updating of the Management Plan for the World Heritage site. Finally, a series of events are planned for 2022, such as the celebrations of the 40th anniversary of the inscription of the Historic Centre of Florence on the World Heritage List, and the 50th anniversary of the UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage.

Competence

Main competent entity

Municipality of Florence (Florence World Heritage and Relations with UNESCO Office)

Other entities involved

HeRe_Lab - Heritage Research

Timeframe

Medium term

Objectives and expected results

- Dissemination of data, good practices and experiences regarding the management of the World Heritage site 'Historic Centre of Florence' at both the national and international
- Participation in worldwide events, projects and initiatives for the promotion of the values of the World Heritage site

Efficacy indicators

- Increased collaboration with international entities, institutions and organisations
- Participation of the Florence World Heritage and relations with UNESCO Office and HeRe_Lab in international meetings and events
- number of initiated and co-managed international projects

Strategic Objectives (five "Cs")		Criticalities	Criteria, integrity and authenticity	
Credibilità	●	Mass tourism	I	●
Conservazione	●	Urban mobility and air pollution	II	●
Capacity building	●	Flooding of the river Arno	III	●
Comunicazione	●	Reduction in the number of residents	IV	●
Comunità	●	Conservation of monuments	VI	●
			Integrity	●
			Authenticity	●

DESCRIPTION

In this Macro Area we find three main topics: knowledge, planning and the preservation of heritage. Here, the need for a more extensive understanding of the value of heritage and its relationship with the communities that have generated and inherited it, has emerged clearly. Cultural heritage understood as the set of resources inherited from the past is a clear reflection of the cultural and social values of all countries and is recognised by the “heritage communities” that determine and preserve its value.

These principles were adopted by Italy through the ratification, on September 23, 2020, of the *Council of Europe Framework Convention on the Value of Cultural Heritage for Society*, better known as the Convention of Faro of 2005. The document incorporates the founding elements of the *Nara Document on Authenticity*, according to which the preservation of cultural and heritage values, in their diversity and authenticity, is essential to highlight all aspects of humanity’s collective memory (ICOMOS, 1994). The Convention of Faro confirms the right of citizens to know and enjoy their cultural heritage. The process of determining and consciously managing cultural heritage must take place through the involvement of each individual, as well as of the entire community. Actions such as the attribution of value to cultural resources, the commitment to safeguard values and their transmission to future generations, are therefore entrusted to both state communities and civil society. The local community is not only the recipient, but also becomes an active part in the protection and enhancement of cultural heritage.

The promotion of an approach that is centred on people is essential to urban sustainable development, through actions that raise awareness of the sense of belonging to a community based on cultural diversity, inclusiveness and social cohesion. These principles ensure a quality urban environment for all through the design of cities on a human scale, that are sustainable, resilient and green, and in which natural and cultural resources are integrated, public spaces are available to all cit-

izens, focusing as well on giving new uses of abandoned assets for productive and creative purposes. To this end, the Florence World Heritage and Relations with UNESCO Office, in collaboration with HeRe_Lab, has developed multidisciplinary projects for addressing complex issues, analysing interactions between different fields of study and identifying shared solutions for the conscious and sustainable management of the tangible and intangible assets of the World Heritage site.

One example of this is the monitoring of religious heritage, which is made possible through direct contact with the heads of religious communities, maintenance councils and boards. In this context, we are working on a project that will allow the opening and use of cloisters and the promotion of a correct use of the churchyards, in tune with the vocation of the places, through the recognition of the values of which they are bearers. To connect once again the people, the territory and their heritage is another of the main purposes of “Firenze Forma Continua”, a project aimed at the dissemination of knowledge concerning the urban evolution of the city of Florence through both a website especially devoted to this aim and temporary installations focused on significant yet little known elements of the city’s fabric. The project contemplates the collaboration with the laboratories of the Department of Architecture of the University of Florence and with Associazione Mus.E, the entity in charge of cultural mediation activities.

The cooperation between the Florence World Heritage Office and Mus.E has led, since 2017, to the activation of educational and training programmes in Florentine schools, as part of the project called “Le Chiavi della Città” (“The Keys to the City”), promoted by the Municipality of Florence. Creating a conscious and attentive community which is willing to recognise and disseminate the values of heritage also requires the celebration of those people and events that allow us to reconnect with our history and with our intangible heritage, both as individuals and as a group. It is for this reason that the Florence World Heritage Office has the task of organising the celebra-



MACRO AREA

The planning, preservation and knowledge of heritage

tions of the centennials related to the historical identity of the city of Florence, most recently the five hundredth anniversary of Cosimo I and Caterina de' Medici (2019) and the seven hundredth anniversary of Dante Alighieri (2021).

The organisation of a system of coordinated preservation interventions and of a shared management of heritage are central elements of the Action Plan, in accordance with the objectives expressed by the 1972 Convention: to identify, protect, preserve and transmit to future generations cultural and natural properties that have an exceptional value for humanity as a whole. In this context, SABAP plays a fundamental role in the active protection of heritage and acts directly on several significant monumental complexes within the World Heritage site; the resources allocated for this purpose between 2015 and 2021 amount to € 5,325,000. These complexes include, among others, the Istituto degli Innocenti, Palazzo Pitti and the Basilica of San Miniato al Monte, recently involved as a result of the expansion of the *Core Zone* of the Historic Centre of Florence. The Municipality of Florence has decided as well to undertake a continuous monitoring of the state of conservation of the cultural heritage of municipal property. The purpose of this is to subject the entire built heritage under the responsibility of the Directorate of Technical, Fine Arts and Manufacture Services of Palazzo Vecchio - about 400 of the most important monuments of Florence for a total extension of approximately 225,000 square metres - to periodical surveys, on an annual basis, for determining the state of conservation, aimed at preventing the development of decay and, at the same time, to schedule the performance of maintenance work according to intervention priorities.

The historic centre has been, and will continue to be in the coming years, subjected to numerous restoration and renovation interventions. Some of those reported in this document include Forte Belvedere, Palazzo Vecchio, Piazzale Michelangelo, Santissima Annunziata, Fortezza da Basso, San Firenze, Oblate and Santa Maria Novella, complexes structured as part of unitary redevelopment plans which to this day include approximately 26% of the monumental surface of public property and have favoured, since 2010, the reopening of close to 32,000 square metres of public spaces of a monumental character that had been closed to public use. All the data, information and materials collected in the projects within this Macro Area will be added to the database currently underway (titled "Florence Heritage Data System"), a project initiated in 2017 in order to systematise and engineer the data derived from research related to World Heritage and carried out by HeRe_Lab in collaboration with other departments and institutions. The reorganisation and systematisation of the data will contribute to the planned maintenance by providing studies and information useful to the administration.

All levels of government should collaborate in the determination, development and formulation of policies for the active preservation of the urban heritage. To this end, the Municipal-

ity of Florence is updating its planning tools, in particular the Structural Plan and the Operational Plan, which will include some inspiring concepts derived from the Outstanding Universal Value of the site as World Heritage, including the implementation of the *Recommendation concerning the Historic Urban Landscape*, together with the *Heritage Impact Assessment* methodology.

The theme of active preservation and safeguarding of Florence's heritage will gain even more importance in 2022, on the occasion of the 50th anniversary of the 1972 Convention and of the celebrations of the 40th anniversary of the inscription of the Historic Centre of Florence on the World Heritage List.

This will represent a key moment to identify new relationships between Management Plan and urban planning, so as to guarantee the adequate protection and preservation of the cultural heritage, all this in line with art. 5 of the 1972 Convention, which invites States Parties to "adopt a general policy which aims to give the cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programmes" (UNESCO, 1972).

OBJECTIVES

- To establish an effective monitoring system for the site and its attributes which allows the identification, prioritisation and coordination of interventions in an organised manner according to needs.
- To increase public awareness and knowledge of the World Heritage site.
- To apply an integrated and shared approach since the early project phases, which takes into consideration the direct or indirect impact on the cultural heritage, and in particular on the OUV (Outstanding Universal Value).
- To identify and determine alternative funding sources (sponsorships, crowdfunding) in support of the World Heritage site.
- To coordinate sources of funding for the maintenance of monumental complexes.

EVALUATION PARAMETERS

- Annual number of areas under transformation / number of areas under transformation with projects already underway
- Annual estimate of the amount of maintenance and preservation work carried out on the architectural heritage in the Historic Centre which is property of the Municipality of Florence
- Number of panoramic viewpoints included in the urban planning of the four municipalities of the Buffer Zone (Municipality of Florence, Municipality of Sesto Fiorentino, Municipality of Fiesole, Municipality of Bagno a Ripoli)
- Number of compilations of the Preliminary Assessment Model based on the Heritage Impact Assessment methodology

Project 5

Planning

UPDATING OF URBAN PLANS | STRUCTURAL PLAN (SP) AND OPERATIONAL PLAN (OP)

Description

The Municipality of Florence has established a Structural Plan (SP) approved through Resolution of the City Council Number 2011/C/00036 of 22.06.2011 and a set of Urban Regulations (UR) approved through Resolution of the City Council Number 2015/C/00025 of 02.04.2015, published in BURT Number 22 of 03.06.2015. The Structural Plan serves to plan and design the future vision of the municipality from a long-term perspective, thus 15/20 years, and determine strategies for the development and protection of the territory in full respect of the obligations, the above-mentioned paths, as well as of the regional and provincial plans.

In order to comply with LR 65/2014, the drafting of the Operational Plan (OP) began in December 2019. This will replace the RU (which had expired in June 2020 and was extended until 2022), which concerns the implementation aspects of the Structural Plan, deepening and regulating the various transformations and land uses of the Municipality of Florence. Within the OP, which will be in force for a period of approximately 5 years, a series of tools will be implemented for the preservation of the World Heritage of Florence, such as the study of the Panoramic Viewpoints and their related visual axes, as well as of the Heritage Impact Assessment (HIA) for the monitoring of major projects in urban areas.

From October 2020, a series of meetings and initiatives in the framework of the participatory process "Firenze Prossima" were held, which involved the inhabitants and entities of the different districts of the city. | <https://firenzeprossima.it/>

Competence

Main competent entity

Municipality of Florence: Urban Planning Department, Environment Department, Department of New Infrastructures and Mobility

Other entities involved

University of Florence (DIDA Department of Architecture), Lama Agency and Sociolab

Timeframe

Long term

Objectives and expected results

- Implementation of the recommendation on the Historic Urban Landscape in urban planning tools
- Inclusion and application of the Heritage Impact Assessment in urban planning tools
- Reassessment of the existing built heritage
- Containment of land consumption
- Construction and management of large infrastructure projects: expansion of the airport, high-speed railway crossing, A. Franchi Stadium
- Increase of availability of Social Housing
- Subdivision of the discipline concerning interventions on the serial buildings of the historical and historicised settlement on the basis of type, period and location (Historic Centre, settlements and single or groups of buildings "outside the walls", "consolidated" 19th - 20th century city)

- Identification of categories of buildings not subject to ministerial restrictions on which to apply specific protection regulations (specialised buildings from before 1945, architectural structures from the 20th century)
- Preservation and redevelopment of public and private open spaces within the historical and historicised settlement

Efficacy indicators

- Number of green areas re-qualified
- Number of green areas/inhabitants per neighbourhood
- Number of interventions of re-qualification projects in the various areas
- Number of renovation interventions on the mainly serial built heritage of the historical and historicised settlement
- Number of renovation interventions on buildings subject to specific protection regulations

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	●
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	
Integrity	●
Authenticity	●

Project 6

Planning

HERITAGE IMPACT ASSESSMENT (HIA)

Description

The project, initiated in 2016 with funds derived from Law 77/2006, aims to assess the positive and negative impacts of transformation projects which affect the values, attributes, authenticity and integrity of the World Heritage site. In 2019, HeRe_Lab developed the *Preliminary Assessment Model*, a document that was structured according to the mechanisms and procedures outlined in the 2011 ICOMOS *Guidance on Heritage Impact Assessment for Cultural World Heritage Properties*, with the only difference being that this document was created expressly for the Historic Centre of Florence. For this reason, it is more suitable for being used in conjunction with decision-making processes and the administrative and technical procedures of the relevant institutions in the area. Thanks to its effective and rapid nature, which considerably reduces the time and economic resources needed to launch an HIA, the main purpose of the Model is to monitor, direct and guide, by means of recommendations, the interventions carried out in areas both abandoned or under transformation in the UNESCO World Heritage Site and its Buffer Zone.

Competence

Main competent entity

HeRe_Lab – Heritage Research

Other entities involved

Urban Planning Department, Municipality of Florence

Timeframe

Medium term

Objectives and expected results

To systematically monitor the transformation projects in the site's Core Zone and Buffer Zone

- Inclusion of the Preliminary Assessment Model as annexe in competition announcements for infrastructural projects
- Determination, together with the competent offices of the Municipality, of the way to integrate in the OP the contents of the assessment, which plans and programmes (SEA) are compulsorily subjected to, with some of the main elements of the HIA methodology and more specifically of the Preliminary Assessment Model

Efficacy indicators

- Number of abandoned sites/buildings monitored using the Preliminary Survey Model.
- Number of opinions expressed at the services conference
- Number of abandoned areas/buildings and related information entered into the database system, developed as part of the Florence Heritage Data System project.
- Inclusion of the HIA and the Preliminary Assessment Model within the OP
- Number of opinions expressed at the services conference
- Number of abandoned areas/buildings and related information entered into the database system, developed as part of the project "Florence Heritage Data System"
- Inclusion of the HIA and Preliminary Assessment Model within the OP

Strategic Objectives (five "Cs")

Credibility	●
Conservation	●
Capacity building	●
Communication	●
Communities	

Criticalities

Mass tourism	
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 7

Planning

BUFFER ZONE, VISUAL AXES AND PANORAMIC VIEWPOINTS

Description

The territory of the Historic Centre of Florence inscribed on the List of World Heritage Sites is delimited by an area called Core Zone, which is in turn generally surrounded by an additional area providing supplementary protection to the site: the Buffer Zone. Through the creation of a Buffer Zone, it is intended to implement effective measures to protect the Historic Urban Landscape, as defined by UNESCO in the Vienna Memorandum of 2005. The determination of the Buffer Zone has been a complex process that has involved the reprocessing of data derived from the survey and the cataloguing of the eighteen Panoramic Viewpoints (located on the hills surrounding Florence) and from the overlapping of different levels of protection (areas with landscape constraints, properties with construction restrictions, areas of archaeological interest, parks, green areas of particular value, minor historic centres, rivers, etc.). The Buffer Zone was approved by the World Heritage Committee on July 6, 2015, and included among the tools of the Municipal Plan (second mid-term variant to the SP and UR) in April, 2020, by the City Council through Resolution NDCC No. 2020/C/00007. As for the Panoramic Viewpoints and their related visual axes, they too have been received by the municipal administration and included in 'Table 3 - Safeguarding' of the variant of the Structural Plan, approved by the Municipality of Florence on December 31, 2014.

Competence

Main competent entity

Municipality of Florence: Urban Planning Department; Department of Culture and Sports (Florence World Heritage and Relations with UNESCO Office)

Other entities involved

HeRe_Lab, DIDA UNIFI

Timeframe

Short term

Objectives and expected results

- Inclusion and implementation within the Urban planning tools by the Municipality of Florence of the Buffer Zone, the Panoramic Viewpoints (18) and their visual axes
- Ensure that the transformation interventions that affect the skyline are subjected to an assessment of proper inclusion, using as a reference the viewpoints identified in the Structural Plan
- Dissemination through conferences and meetings of the results of the project
- Inclusion of the recommendation on the Historic Urban Landscape among the urban planning tools
- Strengthening of the uniqueness of the site through the enhancement of the integrity and protection of all the elements that convey its heritage values

Efficacy indicators

- Annual number of projects received by the Urban Planning Office of the Municipality of Florence and subjected to an assessment of their impact on the urban skyline in connection to the "Panoramic Viewpoints" for the management of the Buffer Zone

Strategic Objectives (five "Cs")

Credibility	●
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 8

Knowledge

FIRENZE FORMA CONTINUA

Description

Firenze Forma Continua originated from the invitation from the World Heritage Centre, received during the 2017 Advisory Mission, to give more space to knowledge regarding the development of the city of Florence.

The project began in 2019 with the analysis of the 14th century circle of walls, both regarding the parts that still exist and those that have been demolished. Itineraries have been developed to include the walls, fortresses, gates and towers in thematic and ad hoc routes - which flow into those of the Firenze Greenway - aimed at understanding the evolution of the city. These itineraries will be carried out with the support of Associazione Mus.E. The wall system is part of a larger project with the objective to narrate the transformations and the history of places, reconnect them to the whole system of cultural enhancement, thus attracting citizens and visitors alike and creating connections between territory, people and heritage. An active collaboration has been established for this purpose with selected laboratories of the Department of Architecture of the University of Florence, with which a series of thematic courses and seminars will be developed. The students will be involved in the creation of temporary installations aimed at drawing attention to significant but little known elements of the city's fabric and its evolution. The objective is to complete the first phase of the project in conjunction with the celebrations of the 50th anniversary of the adoption of the World Heritage Convention in 1972, which will be held in Florence in November 2022.

The project contemplates the inclusion of a fundamental activity of cultural mediation carried out by Associazione Mus.E, in order to create a conscious and attentive community, willing to disseminate the values of heritage. The collaboration between the Florence World Heritage Office and Mus.E has already led to the launch of educational events for schools (primary and secondary schools), during which children and young people have had the opportunity to rethink the Historic Centre of Florence and discuss the themes of the 2030 Agenda and the UN Global Goals. Among the initiatives open to all citizens, during the lockdown caused by the COVID-19 pandemic, the Art at Home format was developed: an initiative which, using the Zoom platform, invited people to virtually walk through the city of the past, discovering its views throughout the centuries.

Competence

Main competent entity

Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence

Other entities involved

Department of Culture and Sports and Environment Department of the Municipality of Florence, Heritage and Research Lab DIDA, Department of Architecture of the University of Florence, Associazione MUS.E.

Timeframe

Long term

Objectives and expected results

- Increased knowledge among tourists and residents of the urban evolution of the city of Florence
- Creation of a conscious community, attentive and willing to recognise and disseminate the values of heritage
- Development of an ongoing collaboration with professors, researchers, laboratories, courses and educational seminars of the University of Florence
- Involvement of citizens and tourists in thematic itineraries which offer an understanding of the dynamics that shape the urban fabric
- Renewed attention to little-known places, currently perceived as peripheral, connecting them through the narrative to the history of the city
- Opening of places previously closed to the public;

- Increase of the awareness of new generations regarding the sustainable use of the city
- Renewed commitment of Civic Museums towards society, offering opportunities to question, reflect and learn about heritage

Efficacy indicators

- Number of students involved
- number of thematic courses and seminars launched
- Number of research fellowships granted
- Number of visits to the site
- Number of installations produced
- Number of participants to guided visits
- Number of students participating in educational workshops
- Number of participants to online events

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	●
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 9

Knowledge

FLORENCE AND THE CULTURAL INHERITANCE OF ITS RELIGIOUS HERITAGE

Description

The project “Florence and the Cultural Inheritance of Its Religious Heritage” - included within UNESCO’s *Heritage of Religious Interest* initiative to promote its general principles – was launched in 2017, coinciding with the 35th anniversary of the inclusion of the Historic Centre of Florence on the UNESCO World Heritage List (17 December, 1982). On this occasion, the need to place greater attention on the heritage of religious interest present in the World Heritage site and its Buffer Zone emerged.

The *Statement of Outstanding Universal Value* of the Historic Centre of Florence (updated and revised in 2014) lists a vast number of palaces, churches, museums and monuments that characterise the site; among these are numerous monumental complexes with individual collections related to cultural heritage of religious interest.

The significance, variety and complexity of this heritage has led to the involvement of those who manage it to better understand the current situation, opening a dialogue that includes topics such as examining the various actions of preservation and maintenance undertaken over time, and understanding how the forms of management and enhancement (in its broadest sense) have strengthened or weakened the Outstanding Universal Value of the site. Four annual meetings were held between 2017 and 2021, attended by many stakeholders, with a special focus on the involvement of religious communities of all types, as well as of other communities present in the Florentine territory.

Competence

Main competent entity

The Florence World Heritage and Relations with UNESCO Office in collaboration with the Deputy General Directorate and the Department of Real Estate of the Municipality of Florence.

Other entities involved

The religious associations and entities in charge of the preservation of the individual places of worship; the religious communities related to them, the Diocese of Florence; SABAP

Timeframe

Long term

Objectives and expected results

- Establishment of tangible connections with the individuals and entities involved and determination of short, medium and long term strategies for a Sustainable Development of heritage of religious interest; the same strategies should be outlined in the *Management Plan*
- Drafting of a summary document on the issues addressed, to highlight the specificities that have emerged and help identify examples of good practices for future exchanges with other national and international contexts
- In-depth analysis, development and dissemination of general plans and methodologies aimed at optimising the management, by the competent institutions, of the assets of religious interest located in the Historic Centre
- Digital cataloguing in support of conservation

Efficacy indicators

- Percentage of increase in the number of participants at the annual meeting
- Number of HIAs completed for abandoned religious complexes undergoing renovation and re-qualification interventions
- Creation of a database of places of religious interest
- Number of publications and dissemination activities concerning the results of the project (for example, an atlas of the places of religious interest in the city, their state of conservation and their usage)

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 10

Preservation and recovery

RESTORATION AND FUNCTIONAL ADAPTATION OF THE VASARI CORRIDOR OF THE MONUMENTAL COMPLEX OF THE UFFIZI IN FLORENCE

Description

The project aims to renovate the functional usage of the Vasari Corridor by adapting the itinerary with the necessary air conditioning, electrical, fire and security systems. The Corridor, which was previously reserved for visits by appointment only, will be accessible to visitors, with access procedures to be yet established, as a link between the museum complexes of the Uffizi and Palazzo Pitti and with direct access to the Boboli Gardens. Some interventions will be aimed at eliminating architectural barriers for the full use and enjoyment of the itinerary by visitors with disabilities. Two safety exits along the route will be created after the crossing the Arno River, together with two groups of toilets.

Competence

Uffizi Gallery - MiC

Timeframe

Short term

Objectives and expected results

- Re-opening, refunctionalising and accessibility of the itinerary
- Offer of a perfectly safe itinerary between two different yet complementary museums, the Uffizi Gallery and Palazzo Pitti

Efficacy indicators

- Number of visitors who will use the new itinerary
- Number of visitors who will use the new path towards Forte Belvedere and the Bardini complex through the Garden of Boboli

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	●
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 11

Preservation and recovery

RENOVATION OF THE BARGELLO MUSEUMS

Description

A wide-ranging renovation programme is currently underway for the Bargello Museums which involves, first and foremost, a new and more modern exhibition philosophy. Gradually, and respecting the primary objective, which is that of ensuring public access to the greatest possible number of rooms, many of the spaces have been redesigned and will be refurbished according to the latest exhibition set-up criteria, while at the same time improving the safety of the collections.

In addition, specific care will be taken to increase the educational apparatus and visitor orientation signage, as well as to make them more modern and effective, so as to improve the usage of the monumental buildings and collections, making them also more accessible to young people and to new categories of visitors. The Sala degli Avori (Hall of Ivories) at the National Museum of the Bargello will be refurbished, while at the Museum of Palazzo Davanzati the Sala dei Merletti (Hall of Lace) will be renovated in its set-up as part of a more extensive plan for the overall renovation of the museum, already underway since 2020. A new organisation of the spaces on the ground floor has allowed for greater permeability with the outside world and provided a series of versatile and multidisciplinary spaces.

A project for the refurbishment and enhancement of the Museum of the Church of Orsanmichele is also underway. The construction of the new exit of the Museum of the Medici Chapels is of great relevance as well. In this framework, a commitment has been made to ensure the widest possible accessibility to the building. Work has also been planned at the Casa Martelli Museum, where all the rooms on the first floor that have direct access to the street are to be renovated, with the idea of using them to ensure a better distribution of exhibition spaces and services to the public as well as a greater enhancement of this museum that is still relatively unknown to the general public.

Competence

Main competent entity
Musei del Bargello - MiC

Timeframe

Short term

Objectives and expected results

- Improvement of the quality of the exhibition itinerary for the Museum of Palazzo Davanzati, with the purpose of modernising it
- Installation of a new layout for the Hall of Ivories at the National Museum of the Bargello, which will enhance the objects on display
- Restoration of the monumental spaces and creation of a café/restaurant at the Casa Martelli Museum
- Creation of a new exit to boost the accessibility of the Museum of the Medici Chapels
- Renovation of the layout of the Museum of the Church of Orsanmichele, which will ensure a better visitor experience

Efficacy indicators

- Completion on schedule of works for the refurbishment, modernisation and restoration of spaces
- User satisfaction questionnaires

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 12

Preservation and recovery

NATIONAL MUSEUM OF SAN MARCO | MUSEUM OF ANCIENT FLORENCE

Description

Guido Carocci, the first director of the National Museum of San Marco, began collecting in 1898 antiquities that survived the demolitions which were affecting the centre of Florence. Elements such as capitals, pillars, mullioned windows, half-pilasters, sculptures, coats of arms, frescoes and entire portals that risked being buried in the rubble of the city, which was under renovation, were taken by him and saved inside the monastery of San Marco. Thus, the Museum of Ancient Florence became a shelter for the stones of Florence: architectural fragments such as the portals of the residences of the Arts or the Jewish inscriptions from the ghetto.

With the purpose of ascribing the proper value to these artefacts, currently on precarious display, when not entirely excluded from the museum itinerary, the National Museum of San Marco plans a renovation of its information panels, the creation of an application with updated content (also thanks to projects that involve the participation of the citizenship in retracing unpublished documents) and the scheduling of guided tours, particularly in the underground deposits. The creation of a widespread Museum of Ancient Florence is therefore envisaged, in collaboration with the Municipality of Florence, which will illustrate the “rehabilitation” of the old centre, beginning with the most significant artefacts kept in the museum.

Competence

Regional Directorate for the Museums of Tuscany

Timeframe

Medium term

Objectives and expected results

- Establishment of a relationship between the city and the artefacts of the lost Florence preserved at San Marco, in the municipal museums or widespread throughout the territory. The purpose is to “make these artefacts talk” and also to make them more understandable and therefore more familiar to citizens
- Development of an interactive museum application
- Updating of captions and information materials
- Organisation of new guided tours
- Involvement of the community

Efficacy indicators

- User satisfaction questionnaires
- Number of guided tour

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	
Communication	●
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 13

Preservation and recovery

RENOVATION OF THE MONUMENTAL COMPLEX OF SANT'ORSOLA

Description

The architectural complex of Sant'Orsola, abandoned for over 40 years and in a serious state of architectural deterioration, is a former convent dating back to the 14th century which occupies an area of approximately 5,200 square metres in the centre of Florence. Built around three large courtyards, the impressive complex has a total usable area of approximately 17,500 square metres located in a strategic position near the Central Market, the train station of Santa Maria Novella and the Basilica of San Lorenzo. The complex of Sant'Orsola is the result of a series of building interventions taking place over the centuries (the most recent being those for the establishment of the Manifattura Tabacchi during the 19th century and those carried out to allocate the structure to the *Guardia di Finanza* in 1985, which never took place), which have led to a profound transformation of the mentioned spaces.

The rehabilitation and refunctionalisation of the Complex represents an urban intervention of strategic importance for the historical centre of the city, since it will contribute to the redeveloping of the San Lorenzo district by offering spaces, opportunities and services that meet the characteristics and needs of the urban and social fabric of the area, determined through a process of discussion with the citizens. The participatory project *Laboratorio San Lorenzo* was launched in 2013 following the initiative of the "Santorsolaproject", an informal group of residents and experts on participatory urban regeneration. The Metropolitan City is the owner of the property and in 2018 selected ARTEA Group, through a public announcement, to complete the work on the rehabilitation and refunctionalisation of the site through the creation of spaces devoted primarily to young people, students and artisans, including: a higher education institution, a co-working area, ateliers for artists, shops and artisan workshops, as well as a guesthouse.

Reference link: <https://www.groupe-arte.fr/it/reference/ex-couvent-de-santorsola-a-florence/>

Competence

Main competent entity

Metropolitan City of Florence, Municipality of Florence, ARTEA Group

Other entities involved

SABAP; UNIFI; Professional Association of Architects of Florence; Santorsolaproject

Timeframe

Long term

Objectives and expected results

- Recovery of the entire complex of Sant'Orsola
- Re-qualification of the streets adjacent to the complex: via Panicale, Taddea, Sant'Orsola and Guelfa
- Creation of a modern cultural and educational centre
- Enhancement of knowledge, skills and commitment present in the neighbourhood, expanding the "social capital" of the local community
- Contribution to the formation of a historical memory of the identity of the San Lorenzo district and the Sant'Orsola complex
- Implementation of a strategy for architectural and urban recovery with concrete and feasible proposals for the redevelopment of public spaces in the San Lorenzo district and the Sant'Orsola complex
- Raising awareness among citizens concerning the urban environment and respect for the rules of coexistence in public spaces

Efficacy indicators

- Number of square metres re-qualified per year
- Square metres of surface area for commercial or office use / total surface area
- Number of visitors per year
- Number of students enrolled per school, course or year

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	●
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	●
Authenticity	●

Project 14

Preservation and recovery

MAINTENANCE AND ENHANCEMENT OF THE CULTURAL HERITAGE OF THE MUNICIPALITY OF FLORENCE

Description

The Municipality of Florence, through its Technical Services Department, contemplates a double line of intervention to be carried out on local heritage, under the Servizio Belle Arti (Fine Arts Service), the municipal office that, since 1907, has been in charge of the activities concerning the preservation and restoration of monuments. The complex of cultural assets of municipal property includes approximately 400 of the most important monuments in Florence (including Palazzo Vecchio, Bartolomeo Ammannati's Neptune, and the main religious complexes of the city), for a total extension of approximately 225,000 square metres.

Maintenance Programme for the Monumental Heritage

From 2018, the Municipality of Florence, together with the Technical Services Department, has established contracts for the maintenance, both preventive and planned, of its monumental heritage, to be carried out under the guidance of the Fine Arts Service. The aim is to subject the municipal built and monumental heritage to: annual survey activities concerning their state of conservation; activities aimed at preventing the development of decay processes ordinarily detectable on these goods; and to schedule the execution of ordinary maintenance work as described in the detailed intervention plans and accompanied with their corresponding monitoring schedules.

Strategic planning is increasingly oriented to the drafting of integrated Conservation proposals which include:

- the recognition and synthesis of the necessary actions to maintain the features and specificities of the goods in question (Buildings, Monuments, Fountains, Tabernacles, Frescoes, etc.);
- an estimate of the necessary resources in relation to the objectives to be achieved and the determination of the temporal and financial implementation needs.

Comprehensive Architectural and Cultural Enhancement Plans

At present, the 8 Comprehensive Enhancement Plans drawn up and approved by the Administration concern the monumental complexes of Forte Belvedere, Palazzo Vecchio, Piazzale Michelangelo, Santissima Annunziata, Fortezza da Basso, San Firenze, Oblate and Santa Maria Novella; the implementation of 4 further comprehensive plans is also contemplated and concern the Circuit of Walls, Civic Monuments, San Salvatore al Monte and the Gualchiere di Remole. The objective of the programmes is to establish a synthesis/synergy between the programmatic mandate of the entity and the enhancement of the monumental heritage in terms of its intended use and knowledge, the coordination and better orientation of the individual actions, the involvement of potential private partners, and the simplification of the processes to obtain financial resources.

Competence

Main competent entity

Municipality of Florence, Technical Services Department, Fine Arts and Manufacture Service of Palazzo Vecchio

Other entities involved

Citizen organisations involved in research and educational activities in the field of historical heritage preservation. Associations and individuals engaged through specific agreements or the regulation of public assets.

Timeframe

Long term

Objectives and expected results

- Periodic annual planning of inspection activities
- Performance of ordinary maintenance interventions in synergy with monitoring activities
- Systematisation, rationalisation and increased efficiency of the use of financial resources devoted to the maintenance of assets, with the possible involvement of private partners
- Digitisation of programmed maintenance activities
- Archiving of the results of inspection/maintenance activities in consultable databases

Efficacy indicators

- Number of collaborations with several entities (+20%)
- Programmed Maintenance of the Monumental Heritage
 - number of maintenance interventions (-10%)
 - number of square metres of monumental surface inspected/total surface (100%)
- Unitary Plans for Architectural and Cultural Enhancement
 - Private resources attracted (+10 interventions compared to approved budget forecasts)
 - number of programmes approved/square metre of monumental surface area involved (+5% of total assets)

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	●
Communication	
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Reported Projects

Name of project	Entity	Brief description
Firenze perBene	Florence World Heritage and Relations with UNESCO Office, Associazione Mus.E	Raise awareness and spread good behavioural practices among residents, tourists and city users, concerning the use of monuments, churches and streets of the Historic Centre of Florence.
Museo Marino Marini - Kinder Art	Fondazione Marini	Implementing within the space of the museum a section devoted to sculpture and painting courses for children.
The Old Jewish Cemetery of Florence. Historic monumental park open to the city	Associazione Opera del Tempio ebraico di Firenze / Association of the Jewish Temple in Florence	Interventions for the preservation of the Jewish Monumental Cemetery of Florence and creation of a historical-archaeological park: a place of dialogue for visiting and studying the history of the city and of the Jewish community in Florence.
Music Project	Evangelical Lutheran Community of Florence	A programme of Renaissance and Baroque music focusing on the organ which the church acquired in 1966.
Modern Florence in the UNESCO World Heritage Site	Fondazione Giovanni Michelucci	Grant the proper recognition to the large number of works included in the Core and Buffer zones: signs of the Modern among urban spaces, artistic interventions and applied arts, to be surveyed, preserved and made known to the public.
Florence in 20th century photographic archives	Florence State Archive	Virtual exhibition regarding the transformations of Florence since the second half of the 19th century, focusing on buildings, complexes or neighbourhoods that are significant for their social, artistic or political history, and on places that have disappeared.
CD-ETA - Collaborative Digitisation of Natural and Cultural Heritage	Foundation for Research and Innovation	Promote the implementation and adoption of policies related to the digitisation of the natural and cultural heritage through Action Plans that address the Strategy for the Single European Digital Market.
Refunctionalisation of the "Casino Mediceo San Marco - Palazzo Buontalenti"	Public Property Agency - DT Tuscany and Umbria, Contracting Authority - user subject EUI – funding entity: MAECI	The project involves the complete restoration and refunctionalisation of public Medici assets to be used as the headquarters of the "EUI - School of Transnational Governance".
Memorie Sonore – Sounds and images of the past and present	Istituto degli Innocenti, Museum of Fiesole, Primo Conti Museum, Civic Museums of Florence	Development of an interactive audiovisual product for online users, which offers a sensorial journey through the spaces of the Istituto degli Innocenti and its museum, narrated by evoking sounds that once reverberated through them.
Florence 4D - Hidden Florence 3D	Istituto degli Innocenti, University of Exeter, Getty Foundation, Arts and Humanities Research Council UK	Production of a 3D film which virtually reconstructs the Church of Santa Maria degli Innocenti (15th century) and its transformations over the centuries.
Il talismano della poesia. Per una mappa poetica di Firenze / The talisman of poetry. Towards a poetic map of Florence	Central National Library of Florence, Compagnia Lombardi - Tiezzi, State Arts High-School of Porta Romana	Video readings of 20th-century texts which poetically "map" Florence and its surroundings. The readings are accompanied by drawings, photos and vintage postcards kept in the Library.
Intercultural Project	Evangelical Lutheran Community of Florence	Itinerary aimed at the dissemination of the evangelical-Lutheran heritage, an integral part of the territory, through cultural activities that collaborate to foster the intercultural and inter-religious climate.
Italiae. Dagli Alinari ai maestri della fotografia contemporanea / Italiae. From Alinari to the masters of contemporary photography	FAF Toscana - Fondazione Alinari per la Fotografia	The project is aimed at ascribing value to the photographic heritage of the Alinari Foundation, now property of the Tuscan Regional Authority, in synergy with the historical and artistic heritage of Florence.
Dance Wall	Fondazione Fabbrica Europa per le arti contemporanee / Fabbrica Europa Foundation for the Contemporary Arts	Immersive video mapping project aimed at encouraging the systematisation and consultation of digital works. Workshops and accompanied itineraries will help disseminate the knowledge of the works. Activating new partnerships with cultural centres of dance, cinema and the visual arts, both at the national and international levels.
Sull'Arno d'argento. Volta la carta e scopri Firenze - Itinerari digitali / On the Silver Arno. Turn the page and discover Florence – Digital itineraries	Biblioteca Nazionale Centrale di Firenze / Central National Library of Florence	The project aims to promote the collections of the CNLF through online thematic itineraries. To generate awareness of the deep connections between the "paper heritage" and places, monuments and the landscape, beginning with the digitisation of documents from the institute's collection.

Digital enhancement of Tuscan sites included in the World Heritage List	Fondazione Sistema Toscana, Regione Toscana / Sistema Toscana Foundation, Tuscan Regional Authority	Creation of the website: toscanapatrimoniomondiale.it and of the app <i>Dante's Journey</i> with joint resources from the Tuscan Regional Authority and Law 77/2006.
The Heritage of Florence in the Performing Arts	Fondazione Franco Zeffirelli / Franco Zeffirelli Foundation	The aims of the Zeffirelli Foundation include not only the preservation and enhancement of its collection, but also the dissemination of knowledge related to the performing arts as an integral part of heritage, through communication activities which during the months of the pandemic made use of a blog accessible from its website.
Come suona la Firenze UNESCO / How the UNESCO Florence Sounds	Tempo Reale. Centre for musical research, production and education	Soundwalks and soundrides for raising awareness of the soundscape. Discovering and enhancing a place through sound by way of "on field" workshops experiences.
Virtual cultural programme of the British Institute of Florence	British Institute of Florence	The project is aimed at offering international visitors new and lesser-known ideas for getting to know the city, thus contributing to making Florence a reference for the development of sustainable tourism at the international level.
Virtual access to manuscripts inscribed on the UNESCO Memory of the World Register	Laurentian Medici Library	The <i>Bibliotheca Corviniana</i> (connected to the figure of Matthias Corvinus, King of Hungary, 1443-1490), which is currently dispersed among major European and American libraries, was included in July 2005 in the Memory of the World Register of UNESCO. The aim of the project is the production of the new digital library, the completion of the Digital Exhibition platform, and the creation of a virtual path for accessing the core of manuscripts.
Dante's House Museum – Interactive and immersive experience between the walls of the house where the poet was born.	A.P.S. Unione Fiorentina Museo Casa di Dante	As of June 2020, the Museo Casa di Dante has a new multimedia display that allows the visitor to discover the life, the Florence and the work of the <i>Sommo Poeta</i> , in a more engaging and interactive way.
Projects for the restoration of the cultural heritage of Florence	Friends of Florence	A non-profit foundation supported by philanthropists from all over the world that provides funding for restoration work on the historical and artistic heritage of Florence and Tuscany.
Geological Florence: the history of Florence as seen from the point of view of the Earth Sciences	ATTOUNO A.P.S., Department of Earth Sciences of the University of Florence	Through walks in the historic centre, visitors will look for clues to the landslide events that have threatened Florence for centuries and which were addressed, in different eras, by Leonardo da Vinci and Giuseppe Poggi, among others. The theme of the 1966 flood will be revisited along the <i>lungarni</i> , analysing the current systems of risk management and past urban development.
Card del Fiorentino	Department of Culture of the Municipality of Florence	The personalised card for residents of Florence and the Municipalities of the Metropolitan City. Valid for 365 days from the moment of issue at the ticket office, it gives access to the Civic Museums, to places of culture of the Municipality of Florence and to three guided tours, for a total cost of € 10 per year.
Interventions at the Uffizi Gallery	Uffizi Gallery	Programming of educational and mediation events and projects with the involvement of the public. Implementation of usage and information tools for the public with disabilities. Palazzo Pitti: determination of operational strategies for preventive and planned conservation through GIS and implementation of a microclimate control system. Boboli Gardens: restoration and consolidation of the <i>Giardino dei Principini</i> , the <i>Giardino delle Camelie</i> , the <i>Giardino della Lavacapo</i> and the <i>Giardino della Sughera</i> , the <i>Bacino del Nettuno</i> and the <i>Bacino dell'Isola</i> . Restoration of the <i>Kaffeehaus</i> and creation of a cafeteria open to the public. Creation of an educational section in the <i>Annalena</i> building. Ex Scuderie Reali (Former Royal Stables): re-qualification of the garden and of its architectural structures in the context of human safety. Realisation of a Photography Studio and a deposit for the Collection of Tapestries and Carpets.
Interventions at the Accademia Gallery	Accademia Gallery of Florence	Restoration and consolidation of the timber structure of the roof of the Hall of the Colossus.
Palazzo Mozzi - Bardini. Museum and Gallery	Regional Directorate for the Museums of Tuscany	Restoration and implementation of safety measures of Palazzo Mozzi Bardini and renovation of the Museum and Gallery. Creation of a digital platform to consult archival and photographic heritage.

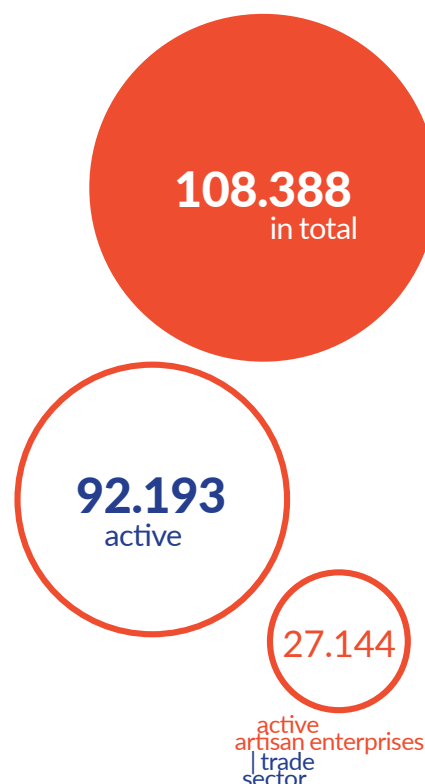
DESCRIPTION

The authenticity of the Historic Centre is connected to its residents and to all the people who use the city and its services on a daily basis. The identity of the community has always been characterised by the interaction between working classes and artisans, bankers, merchants, and the ruling class. This coexistence and resulting network of relationships have strongly influenced the tangible and intangible heritage of Florence. As in many other cities, gentrification is putting the social and identity-related fabric of the historic centre at risk. For this reason, it is essential to ensure a good quality of life for both residents and *city users*, focusing especially on the city's cultural, educational, real estate and environmental offerings.

The two concepts of liveability and work lie at the centre of many municipal initiatives. By the end of 2020, there were 108,388 companies registered with the Chamber of Commerce of Florence, of which 92,193 were active. The sector with the highest number of active businesses is that of commerce with a total of 23,108, of which 27,144 are active artisan enterprises. According to a 2020 report by the Florence Chamber of Commerce, young people and women, since they are among the most exposed and least protected, are the two social groups that have been most affected by the pandemic crisis.

However, the widespread presence of spaces for innovation and facilities for young workers and students has always fostered the development of digital projects focused on innovation. To date, in the city of Florence there is an accelerator, 3 incubators and 9 co-working spaces, which represent a resource to attract new residents and investments. For example, the project "*Be.Long*", developed by *Destination Florence* in collaboration with the Municipality of Florence, aims to attract new residents and encourage the medium and long term stay of workers, smart workers and international students. The latter are an important segment of the city's population, since they amount to more than 36,000 individuals, representing over 3 million annual presences in the city.

Registered enterprises as of 2020



MACRO AREA

Liveability, commerce and residence in the historic centre

The issue of housing concerns not only students and short- and medium-term workers, but above all the residents themselves. Public Housing projects are fundamental in the guidelines of the municipal administration. These are not only aimed at ensuring accessible housing in the Historic Centre, restoring its residential, social and family-related dimension, but are also intended as regeneration projects for abandoned buildings. In fact, the Municipality has been engaged for some time now in identifying buildings within the Historic Centre to be purchased and converted into social housing projects, following the principles of Sustainable Development. This collective and participatory dimension that lies at the heart of social housing projects is also sought in numerous initiatives related to urban spaces. The re-qualification of minor squares to be converted into new nodes of social cohesion and participation, as well as elements of tourism decentralisation, has been proposed through several projects of the University of Florence and the municipal administration. At the same time, the increasing attention paid to urban green areas offers effective solutions for increasing resilience to climate change and improving the well-being of citizens.

Finally, the regulation of commercial activities within the Historic Centre, which includes the safeguarding of historic businesses, constitutes another element aimed at the preservation of the city's identity. The plan known as *Measures for Ensuring the Protection and Decorum of the Cultural Heritage of the Historic Centre "UNESCO Regulations"*, and the *Regulations for the Protection and Enhancement of Economic, Historical and Traditional Florentine Activities* (both previously included in the plan entitled "*Firenze Vivibile*") are two of the municipal tools aimed at opposing commercial standardisation in the Historic Centre.

This Macro Area, therefore, gathers projects coordinated by the municipal administration and local stakeholders that address issues such as the decrease in residents, innovation, lack of services for citizens, urban decorum, real estate speculation and the social and economic relevance of historic businesses. All the initiatives considered in the Plan aim to demonstrate how the protection of urban decorum and of the Florentine artisan tradition can promote the liveability of the World Heritage site and also have positive economic and social effects on the city as a whole.

OBJECTIVES

- Improve liveability by enhancing services for residents.
- Ensure, increase and improve residential supply, as well as control changes of intended use.
- Promote renewed ties between the sector of cultural and creative activities and universities.
- Reinvigorate commerce and crafts at the neighbourhood level.

EVALUATION PARAMETERS

- Total number of historic shops, traditional activities and crafts
- Number of social housing units
- Density of restaurant-related activities in the Historic Centre / Number of activities in relation to the total surface area of the Historic Centre

Project 15

SOCIAL HOUSING PROJECTS | SOCIAL STRUCTURES AND RESIDENCES FOR CITIZENS

Description

The social housing project of the Municipality of Florence is part of urban requalification and redevelopment plans involving historic buildings, and in particular of the Public Residential Housing Programme - ERP. The actions are not only aimed at providing residential services, but also social and socio-medical services, for the population at large. The city of Florence has always combined the culture of hospitality with the protection of its heritage, using buildings and complexes for social purposes. This philosophy is enhanced by a modern concept of integration, adding a social dimension to the aesthetic and cultural concerns already present within the Historic Centre. Social inclusion services have historically been present in municipal works and programmes, and this is visible in complexes such as the former Murate, Fuligno, Santa Maria Novella or Sant'Agnese. Social housing services are therefore an important initiative aimed at the requalification and maintenance of public buildings with a social vocation, which favours the development of social housing for the benefit of citizens, at the expense of changes of use for commercial purposes. In this context, Casa S.p.A. plays an important role in the recovery, maintenance and administrative management of the heritage intended for ERP. The company favours participation by users and beneficiaries, who can self-manage common spaces and services, as well as collaborate and mediate between parties. Moreover, the company possesses an archive declared of notable historical interest by the Ministry, which offers an in-depth view of the historical development of social housing in both Tuscany and Italy since 1909.

Competence

Main competent entity

Department of Social Services, Municipality of Florence

Other entities involved

ASP Firenze Montedomini, Istituto degli Innocenti, ASL, private charity organisations (for example, Misericordia), Casa S.p.A.

Timeframe

Long term

Objectives and expected results

- Construction of social housing (both ERP and ERS – Edilizia Residenziale Sociale / Social Housing) within the Historic Centre
- Enhancement and protection of the public heritage of social nature, including all the social and welfare services currently present in the centre, some of which are inactive and at risk of being converted into functions which are no longer social
- Promotion and implementation of requalification initiatives concerning the built and social fabric
- Recovery, maintenance and administrative management of the built heritage

Efficacy indicators

- Number of residences managed in the Municipality of Florence
- Self-managed residences
- Number of interventions aimed at the rehabilitation of buildings

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	
Authenticity	●

Project 16

COMMERCE FOR LIVEABILITY IN THE HISTORIC CENTRE

Description

Among the various activities contemplated by the Department of Economic and Tourism-related Activities of the Municipality of Florence, the following concern directly the enhancement of the Historic Centre and its liveability:

Measures for Ensuring the Protection and Decorum of the Cultural Heritage of the Historic Centre “UNESCO Regulations”.

These Regulations, first approved in January 2016 and ratified in 2017 and 2018, were created to counter the rapid increase in food and beverage serving activities within the Historic Centre. It aims to protect the identity of the Historic Centre by opposing the standardisation of services and behaviours which are harmful to public health and urban decorum. The document was amended and renewed for another three years (until 2023) under Resolution CC 10 of May 4, 2020, adding protective measures for specific areas of the historic centre and identifying categories and areas which are exempt.

Enhancement of tourist groupings in public area commerce

The procedure for the twelve-year renewal of commerce licences on public space is ongoing throughout Italy. For the Administration of the Municipality of Florence, this renewal procedure presents an opportunity to undertake an administrative monitoring of the existing concessions, eliminating structures connected to expired concessions and proceed to a new planning of places of commerce on public space, paying special attention to tourist clusters, which can be reorganised with a perspective of enhancing and rearranging the use of public space. Planning activities will be completed in the first half of 2022 and will be carried out in collaboration with both the University of Florence and the various economic sectors involved.

Census of kiosks, newsstands and florists on public areas in the urban fabric of Florence

The Department began a census in 2020 of the kiosks and newsstands in the city, in collaboration with the University of Florence. The project aims to provide a mapping of these activities to guide municipal policies of territorial and economic planning. The census will help to identify inactive kiosks whose spaces can be put up once again for bids, contemplating different commerce categories so as to make the kiosks economically attractive while ensuring reduced landscape impact and compatibility with the places. A specific analysis will be made for green spaces and areas, in some cases contemplating the insertion of kiosks for providing services to the local community and to protect the territory.

Regulations concerning the protection and enhancement of Traditional and Historical Florentine Economic Activities

These regulations, established for the promotion of historical economic activities through actions of protection, enhancement and specific facilitations, reflect the general regulations for the safeguarding of the intangible heritage of the city of Florence. Approved in 2018, it led to the drafting and approval of a first list of Traditional and Historical Florentine Economic Activities, to be updated every six months. The census of historical economic activities was also the result of the collaboration with the Department of Architecture – DIDA, of the University of Florence.

Online link to the portal: <https://www.comune.fi.it/system/files/2019-03/Regolamento%20AttivitaStoriche%20def.pdf>

Competence**Main competent entity**

Department of Economic and Tourism-related Activities of the Municipality of Florence

Other entities involved

Department of Architecture – DIDA (University of Florence) Department of Juridical Sciences (University of Florence) SABAP; Confesercenti; Confcommercio; Confartigianato; Federalberghi; Confindustria; CNA

Timeframe

Medium term

Objectives and expected results

- Regulation concerning the sale and serving of food and alcoholic beverages in the Historic Centre
- Preservation of the nature and authenticity of the Historic Centre through the limiting of unsuitable commercial activities
- Analysis of the situation concerning tourist clusters in collaboration with the University of Florence
- Preparation and approval of the new municipal plan concerning commercial activities on public areas
- Performance of a census and mapping of kiosks, newsstands and florists present on public space
- Guidelines for urban policies concerning the diversification of commercial activities involved in the sale and serving of food and beverages
- Contribution to the re-qualification of minor squares and green areas
- Protection, enhancement and promotion of historical and traditional Florentine activities
- Monitoring of new openings and closures of historical activities
- Mapping of Florentine Activities of Excellence on the basis of the criteria identified in the procedural guidelines.

Efficacy indicators

- Percentage of decrease in the number of openings of vicinity food and beverage hops, activities involved in the sale and serving of food and beverage and artisanal food-related businesses.
- Approval of the Municipal Plan for commercial activities in public areas
- Number of authorisations renewed
- Reorganisation of markets and groupings
- Number of kiosks, newsstands and florists surveyed
- Number of transformed or upgraded structures
- Total number of activities included in the List of Historical and Traditional Florentine Economic Activities
- Number of activities of “Historical Excellence”
- Number of “Traditional Activities”
- Number of “Historical Activities operating on public space”
- Number of “Florentine Activities of Excellence”

Strategic Objectives (five “Cs”)

Credibility	
Conservation	
Capacity building	
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	
Authenticity	●

Project 17

MINOR SQUARES IN THE HISTORIC CENTRE OF FLORENCE

Description

The project is based on the enhancement of the role of 'minor squares', intended as urban areas that despite being often undervalued have a great potential. They are contemplated as possible alternatives to restore a better quality of life in the Historic Centre by means of oriented and detailed projects. The theme of the Minor Squares, as a serial system of relevant places with varying yet complementary connotations, could represent a new and different way to establish dynamic and unusual itineraries in the city, using the squares in question as reference points for all citizens (residents, city users, students, tourists, traders, artisans, etc.). Although they represent minor contexts, apparently secondary places of social interactions and events, these squares are part of the urban fabric, they shape its morphology and constitute, in a way that is almost always widespread and detailed, nodal elements in the urban system, as well as being also important in terms of their relationship with the built architectural heritage. They have, therefore, a significant relational value that could be amplified from a wider perspective, in order to be rethought as places for the use and enjoyment of the community.

The project proposes, therefore, actions for the re-qualification of minor squares, in order to "regenerate" the urban fabric as a whole, thus improving the management of tourist flows, enhancing services for residents, enhancing the network of commercial and artisan activities and expanding the cultural offer in a decentralised and widespread manner.

The development of the project has been supported by research activities, conferences, workshops and seminars that have produced publications and led to the exhibition of some results at the 17th Venice Architecture Biennale. From the perspective of applied research and a transverse and shared operation among the various actors active in the urban scene, meetings were held for the launch of urban monitoring events in some squares, set up as "urban living rooms", active bastions of resilience and sustainability, for the promotion and participation of the project. The process targets citizens and stakeholders as primary actors in a "participatory conservation" that activates the Historic Centre of Florence World Heritage Site by establishing renewed pacts of collaboration between places, people and resources.

Competence

Main competent entity

Urban Planning Department, Municipality of Florence; Florence World Heritage and Relations with UNESCO Office, Municipality of Florence

Other entities involved

UD-Laboratory of Urban Design – DIDA, University of Florence; C.I.S.D.U.- International Centre of Urban Design Studies; OAF-Professional Association of Architects of Florence; Fondazione CR Firenze; SABAP

Timeframe

Medium term

Objectives and expected results

- Development of an experimental model of urban regeneration through a serial system of minor squares
- Identification of the squares, determination of intervention priorities, and mapping in the form of an Atlas, accompanied by a Guide through research contributions and/or agreements
- Identification of guidelines to orient the project
- Implementation of re-qualification and management actions guided by municipal regulations;
- Monitoring of activities and identification and dissemination of operational models of good practices

Efficacy indicators

- Number of Research projects, Publications, agreements, Exhibitions, Workshops and Thematic Seminars carried out in the context of the project
- Number of mapped squares and temporary installations realised
- Average percentage of the urbanised area of the city that is used as public space (Indicators: size, location, historical and cultural features, functional and morphological properties)

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	●
IV	
VI	
Integrity	
Authenticity	●

Project 18

BE. LONG | ACCOMMODATION FOR STUDENTS AND TEMPORARY RESIDENTS

Description

The portal *Be.Long*, created by *Destination Florence* in collaboration with the Municipality of Florence, is aimed at the promotion of Florence as a city of education, knowledge and innovation through the many institutes of excellence and business incubators in the area. The project is configured not only as an online platform, but also and especially as an integrated system of hospitality and assistance. The portal originated from the need to offer support to international students requiring accommodation services in the city, given the lack of these services within the University and other Institutes. *Be.Long* is thus a project devoted to the temporary citizens of Florence - students, workers, startupper and smart workers, both national and international - which aims to attract new citizens and to welcome them by encouraging medium and long term leases. The platform not only puts users and landlords in contact, providing also a guide on how to find bureaucratic and economic information related to moving and living in Italy, but is also a tool for offering a series of benefits to both new residents and tenants (such as tax breaks and discounts for tourist and cultural services in the city). The project can be viewed at the following website: <https://belong.destinationflorence.com/>

Competence

Main competent entity

Destination Florence

Other entities involved

Municipality of Florence, University of Florence, Polimoda Fashion School, New York University, European Institute, Schools of Italian for Foreigners, Association of American College and University Programs in Italy (AACUPI), Property Manager Associations, Coworking Spaces, Startup Incubators

Timeframe

Short term

Objectives and expected results

- Creation of a point of reference for off-campus and international students in all aspects related to moving, studying, working and living in the city of Florence
- Increase in the number of international and US American students moving to the city in the short and long term
- Promotion and advocacy of medium and long term agreements and leases, instead of short term tourist rentals
- Attraction of new and young talents and support the creation of new start-ups at the local and city levels
- Creation of a platform to support the many universities already in the area, a tool useful both for attracting more students and providing services to alleviate their work.

Efficacy indicators

- Number of international students (in particular from the United States) who use the services offered by the portal
- Number of apartments participating in the initiative
- Number of universities and entities involved in the project
- Number of startups present in the metropolitan area
- Number of partnerships and entities of various types involved in the project

Strategic Objectives (five "Cs")

Credibility	
Conservation	
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	
Authenticity	●

Project 19

MANIFATTURA TABACCHI

Description

Manifattura Tabacchi, the historic cigar factory located west of the centre of Florence, is currently the most important urban regeneration project undertaken in Italy. The industrial complex, built between 1933 and 1940 by Pier Luigi Nervi's construction company, consists of 16 Rationalist-style buildings covering a total of 100,000 square metres. Active for over seventy years and in a state of abandonment since 2001, the former factory is undergoing an urban regeneration process involving a conservative type intervention that respects the existing structures with a view to a cultural development that is also sustainable, flexible and has a low energy impact. The ambitious plan was developed by world-renowned designers and provides for an articulated juxtaposition between original buildings that have been rehabilitated and new constructions.

The project for the rehabilitation of the Manifattura Tabacchi, initiated in 2018 on more than 12,000 square metres of interior and exterior areas, is currently active with ongoing work for the opening of the Factory (21,000 square metres, approximately), which will be the beating heart of the Manifattura of the future, and by 2022 will become a cutting-edge creative and production hub: a destination that will attract the international community of professionals and creatives who wish to work and live in Florence, in a context of culture, fashion, art and crafts. The new Manifattura combines the various usages in a functional mix of commercial spaces, workshops and ateliers, traditional and co-working offices, educational institutions, exhibition spaces, bars and restaurants, hospitality, residences and services. The project contemplates not only the redevelopment of the interior of the complex, but also the urban requalification of the surrounding urban context, with the purpose of creating a new connecting space in a strategic Florentine area: a new neighbourhood for the city of Florence and a centre for contemporary culture, art and fashion, complementary to the historic centre, open to all and connected to the rest of the world. Online link to the portal: <https://www.manifatturatabacchi.com/>

Competence

Main competent entity

For real-estate re-qualification: Gruppo Cassa Depositi e Prestiti and Gruppo Aermont

Other entities involved

SABAP Florence

Development of the rehabilitation programme: Studio SANAA, Studio Mumbai, Concrete Architectural Associates

Development of the Masterplan: Q-bic, Studio Antonio Perazzi, Piuarch, Patricia Urquiola and Quincoces-Dragò

Timeframe

Short term

Objectives and expected results

- Re-qualification of the entire industrial complex of historical interest and
- restitution to the city of an area of 6 hectares which was otherwise not usable
- Development of a usable and permeable socio-cultural hub for the city as a whole
- Creation of greater connections and synergies with the contexts and services present in the city
- Attention to environmental sustainability: the presence of copious vegetation, the energy efficiency of the buildings and the integration with the city's low environmental impact transport system

Efficacy indicators

- Number of square metres re-qualified per year
- Number of partnerships established for the creative use of the available spaces
- Number of users

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	
Authenticity	●

Project 20

INNOVATION CENTRE | RECOVERY OF THE EX GRANAIO DELL'ABBONDANZA

Description

This historic building was built in 1695 as the Granaio dell'Abbondanza (Granary of Abundance) by the architect Giovan Battista Foggini for Grand Duke Cosimo III de' Medici, with the purpose of storing grain for periods of shortage. During the last century the building was an army barracks and today, thanks to investments and a careful restoration project initiated in 2016, and now nearly completed, Fondazione CR Firenze has transformed it into an important innovation hub for the city, a space in the San Frediano district (in the Oltrarno area) aimed at young people, citizens and businesses.

The spaces within it, occupying approximately 6,000 square metres of available space, have been adapted to accommodate a variety of activities and functions, such as: a space for start-ups that choose to establish their headquarters in Florence, a co-working space able to accommodate over 500 young people, an auditorium with over 200 seats available for events, conferences and workshops, a school of higher education in collaboration with the Luiss Business School that welcomes 150 students each year and a public space open to the city.

The Innovation Centre is thus a place devoted to innovation and new technologies which, when fully operational, will be able to accommodate approximately 1,000 people. The aim is to become a point of reference for regional businesses, for technological research at the international level, and for people seeking professional education and further training.

Competence

Main competent entity
Fondazione CR Firenze

Other entities involved

- Nana Bianca Start Up Studio
- Fondazione per la Ricerca e l'Innovazione
- Intesa Sanpaolo Innovation Center
- Università LUISS/École 42 Paris

Timeframe

Medium term

Objectives and expected results

- Re-qualification of a historic building situated in a neighbourhood to be enhanced, re-allocating productive activities within it
- Creation of a digital district
- Opening of a place for exchanging experiences for citizens and businesses, educational and training activities and services, connected with the international innovation system
- Creation of new jobs with a view to increasing digital culture

Efficacy indicators

- Number of startups incubated/accelerated per year
- Number of students from Florence per year
- Number of jobs created
- Number of services provided to businesses per year
- Number of digital educational and training events and investor meetings per year

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	●
Communication	●
Communities	●

Criticalities

Mass tourism	
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	●
Authenticity	●

Project 21

MIDA | INTERNATIONAL CRAFTS EXHIBITION

Description

Since 1931, the International Crafts Exhibition, or Mostra Internazionale dell'Artigianato (MIDA) has shown the close bond between Florence and artistic craftsmanship. The objective of the new exhibition is to attract the present panorama of craftsmanship, as well as its future prospects. MIDA wishes to highlight the diversity that exists in the world of craftsmanship, which develops in a continuous dialectic between the enhancement of ancient knowledge and high-tech technologies, typical of Enterprise 4.0 scenarios, as well as between territories and the world. The project, in fact, is not only configured as a fair, but also and especially as an opportunity to promote the intangible heritage of the city of Florence, characterised by traditions of excellence. The exhibition therefore offers an increasingly wide range of cultural and educational events based on criteria of both quality and sustainability.

Competence

Main competent entity
Firenze Fiera spa

Other entities involved
Florence Chamber of Commerce, Municipality of Florence, OMA Osservatorio dei Mestieri d'Arte / Applied Arts Observatory, ARTEX, CNA, Confartigianato

Timeframe

Medium term

Objectives and expected results

- Development of the project and production of MIDA products
- Increase in the number of Italian and foreign exhibitors
- Increase in the number of professional buyers
- Expansion of the digital platform Emporio MIDA

Efficacy indicators

- Statistics concerning the number of visitors
- Statistics concerning the participation of Italian and foreign exhibitors
- Database of professional buyers
- Number of sections inscribed belonging to the digital platform Emporio MIDA
- MIDA products and brand produced for every edition of the Exhibition
- Customer satisfaction

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	

Criteria, integrity and authenticity

I	
II	
III	●
IV	
VI	
Integrity	
Authenticity	●

Reported Projects

Name of project	Entity	Brief Description
Oltre il giardino - Osservatorio di Inclusione Sociale / Beyond the Garden - Social Inclusion Observatory	Associazione per Boboli / Boboli Association	Creation of a two-year process of participation and social inclusion, through the use and care of artistic, cultural and natural heritage. The project targets women, young people, migrants in situations of social hardship and school dropouts.
Identità San Lorenzo / San Lorenzo Identity	Associazione per Boboli	Sustainability actions in the neighbourhood of San Lorenzo through the introduction of street furniture, the organisation of socio-cultural activities and the promotion of participatory care for the city's greenery.
I colori di Piazza Tasso / The Colours of Piazza Tasso	APS Progress	Environmental re-qualification and socio-cultural enhancement of Piazza Tasso, through taking care of green areas and the creation of social networks.
Orto x mille	ORTOXMILLE APS	Project of participatory management of vegetable gardens, through the involvement of agricultural lands owners who wish to share and recover uncultivated plots, farmers and companies willing to share their knowledge, and residents who wish to take care of a vegetable garden for contributing to the self-sufficiency of the family.
Orti Dipinti Upgrade	Community Garden APS and Istituto Gaetano Barberi	Project primarily focused on the construction of a greenhouse to ensure that activities can be carried out even in bad weather, the construction of public toilets, and the improvement of the conditions of usage and enjoyment of urban vegetable gardens.
Laboratorio San Lorenzo	DIDA -OAF - Santorsolaproject	Participatory development of a strategy for the re-qualification of public spaces in the San Lorenzo district and in the complex of Sant'Orsola.
Custodi del Bello di Firenze / Custodians of Florence's Beauty	Fondazione Angeli del Bello	Involvement of marginalised people and social reintegration through the care of the beautiful and the rediscovery and enhancement of abandoned places.
Conoscere il passato per progettare nella città antica / Knowing the past to design in the old city	Comitato per Piazza Brunelleschi / Piazza Brunelleschi Committee	Re-qualification of Piazza Brunelleschi through the displacement of fifty parking spaces currently located at the centre of the square, the replacement of the road surface with a lawn, and the creation of places for social interaction and rest.
Firenze, città creativa per l'artigianato / Florence creative city for crafts	HeRe_Lab, DIDA-UNIFI	Candidature of Florence as Creative City for Crafts as part of the UNESCO Network of Creative Cities.
L'artigianato racconta Firenze / Artisans narrate Florence	CNA Firenze Metropolitana	Production of video films that connect views and places of the city, even little known, with anecdotes and stories regarding the craftsmen and their work, to restore value to the craftsmanship.
Artigianato e Palazzo, Botteghe artigiane e loro committenze / Crafts and Palace: Artisan Workshops and their Clients	Associazione Giardino Corsini	The exhibition was created to re-evaluate the figures of artisans and their work. Exhibitors demonstrate live the various techniques involved in participatory workshops.
LUMEN - Laboratorio Urbano Mensola	APS Icchè Ci Vah Ci Vole	New Florentine space for cultural experimentation located in the Parco del Mensola. Project based on the principles of self-recovery, re-qualification, cultural regeneration and participation.



DESCRIPTION

The uniqueness and the identity of natural and cultural sites inscribed on the *UNESCO World Heritage List* are features that attract travellers from all over the globe. The visibility that results from the inscription on the List favours heritage conservation and the development of local communities through opportunities for economic exchange and intercultural dialogue, but also making new sites more exposed to intensified tourism. Although tourism is an important economic resource, when tourist flows are not managed in a sustainable manner it can cause irreversible damage to the built and natural heritage, as well as to the social fabric of the site. Among the impacts caused by mass tourism are environmental damages related to pollution and waste management, land and water consumption, carbon dioxide emissions, and negative social impacts such as the depopulation of historic centres, urban development, gentrification, changes in the use of buildings and housing as well as the loss of local knowledge and traditional activities.

The Historic Centre of Florence presents issues that are common to many other sites inscribed on the World Heritage List and negatively affected by mass tourism. Among the numerous research projects analysing the phenomenon, the *Study On the Carrying Capacity of the Historic Centre*, undertaken between 2017 and 2019 and coordinated by the joint laboratory HeRe_Lab, developed a model for an analytic measuring of the carrying capacity of historic centres in cities of art, which consists of fifty indicators. Features that present a consistently high risk index within the established timeframe include overloaded infrastructures, the vulnerability of cultural heritage, the loss of residents, and environmental damage. The results obtained

were used for the drafting of sustainable territorial strategies and the development of initiatives aimed at diversifying the tourism offer. These include:

- The *Firenze Greenway* project, which includes a series of cycle and pedestrian paths distributed throughout the UNESCO World Heritage sites “Historic Centre of Florence” and “Medici Villas and Gardens in Tuscany” in the Oltrarno area. The paths focus on the rediscovery of the urban countryside and of the green areas around the historic centre, thus promoting a slow and sustainable tourism based on the well-being of both the visitors and of the environment.
- The *Feel Florence* application and portal, developed by the Municipality of Florence, are aimed at offering knowledge to the visitor, in order to enhance tourist experience and help them enjoy the local uniqueness, which is present not only in the Historic Centre, but also throughout the wider metropolitan area. The application, through data analysis, also warns tourists concerning the most congested areas of the city, in order to guide and manage tourist flows in a more sustainable way.
- The enhancement of minor squares in the Historic Centre of Florence is an initiative that proposes projects for the re-qualification of areas with the purpose of regulating tourist flows, establishing relationships between major and minor squares as reference points for citizens, and involving the residents of the Historic Centre. The re-qualification of minor squares not only offers new tourist hubs, but is also a way to give the residents of the Historic Centre an active part in the protection and preservation of their heritage.
- The promotion of slow and proximity tourism, both as a strategy to mitigate the impacts caused by COVID-19, and as a tool to encourage a more sustainable form of tourism and bring residents of the metropolitan area and surrounding areas together.



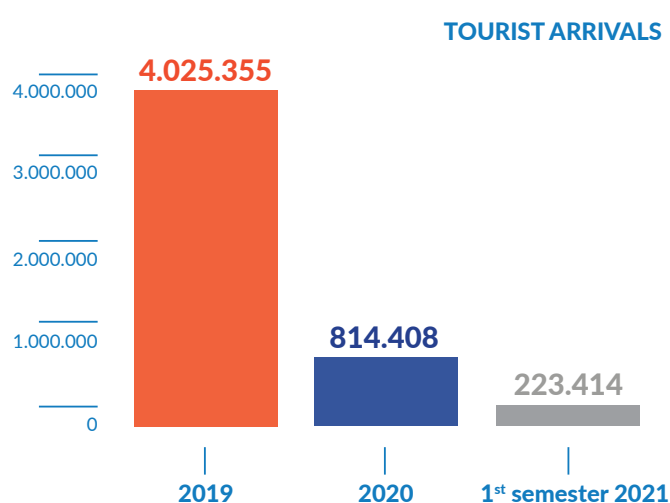
MACRO AREA

Management of the tourism system

The impact of COVID-19

In 2020, over 388 UNESCO World Heritage sites experienced a 66% decline in visitors, as well as economic losses and a consequent reduction in organised activities concerning preservation, maintenance and management. In the same way, local communities were negatively affected by the loss of income resulting from a decrease in tourist flows, with consequences more evident among women and youths.

Impact of COVID-19 on tourist arrivals in the Historic Centre of Florence



Due to the pandemic, a -13% decrease in the GDP has been estimated for Tuscany, which in turn led to an economic crisis followed by a social crisis; the increase in the poverty threshold will involve more than 58,000 people. In terms of tourism, flight bans, the closing of borders and restrictions implemented in countries throughout the world led to a dramatic drop in tourist arrivals. In the city of Florence alone, there was a -78% drop in arrivals in 2020 as compared to 2019. The graphs below show the trend of tourist arrivals at the World Heritage site during the two-year period 2019-2020 and in the first six months of 2021.

As can be observed, the upward trend monitored since 2012 came to an abrupt end in 2019. After reaching a maximum in 2019 with a total of 4,025,355 visitors and 11,048,718 presences, tourist flows came to a halt due to mobility restrictions imposed by the COVID-19 pandemic. Numbers fell steeply to 814,408 visitors and 1,971,359 presences in 2020, and during the first half of 2021, data showed that arrivals continued to decline following the trend of 2020.

Territorial recommendations and recovery

The consequences of the pandemic make it necessary to rethink the existing tourism strategies, with the aim of promoting a sustainable management of the Historic Centre, both to preserve the long-term Outstanding Universal Value of the property, and to ensure the well-being and liveability of residents. To this end, several strategies have been adopted within the City Council's programmatic documents.

The 2030 Strategic Plan of the Metropolitan City, which aims to develop strategic guidelines (consistent with Sustainable Development Goals) to address socio-economic and environmental challenges, has established several integrated actions for the management of tourism flows. According to the Strategic Plan, the tourism offer will follow a "cluster-based" approach, through the identification of gateways to areas that promote alternative types of tourism, such as rural or small town tourism. Some of the actions planned for enhancing the cultural assets distributed throughout the territory include:

- the *Metropolitan Tourist Card*, aimed at relieving congestion in the Historic Centre by favouring the wider metropolitan area;
- the *Metropolitan Tourism Observatory*, which models the phenomenon of tourism in the metropolitan area, creating a database useful for the drafting of territorial policies;
- the *Integrated Management of Metropolitan Tourist Attractions*, implemented through cross-referencing the data of the Observatory and of the city's heritage, with the possibility of determining tourist destinations;
- the *Promotion of Metropolitan Tourist Products*, through new communication channels and enhancement policies. The Strategic Plan underlines in this context the importance of the theme of interoperability, of the exchange of data and knowledge between organisations and institutions operating in the territory.

The Mayor's Term Programme for the period 2019-2024 presents the Strategic Directions, Strategic Goals, and Actions to be implemented in the Municipality during the term of office. The Programme focuses on Strategic path 11, concentrating on tourism management, discouraging mass tourism, offering planning and knowledge tools to visitors and using data and studies on tourism flows. Also in the context of the Term Programme, the role of museums and places of minor interest becomes central for increasing the sustainable usage of the Historic Centre. Included in the programmatic plans is as well a seasonal adjustment of tourism flows through the organisation of fairs and events during the low season. Consistent with the development of quality tourism, crafts and traditional activities are identified as elements to be protected and supported. The Strategic Committee coordinates the four tourist areas of the metropolitan area (Florence and the Florentine area, Chianti, Mugello, Empolese Valdelsa Montalbano) promoting quality tourism based on the enhancement of the territory, the management of tourist flows, accessibility and sustainability,

favouring a dialogue between the World Heritage sites located in the area. The Strategic Committee will also be in charge of:

- carrying out tourism-related analyses and statistics from a socio-economic perspective;
- identifying short, medium and long-term strategic objectives;
- implementing the efficacy and dissemination of knowledge tools for visitors;
- coordinating the activities of info-points in the area.

The activity of the Strategic Committee and the application of the Strategic Plan and the Term Programme are based on the Sustainable Development of the Historic Centre, the diversification of the tourist offer, the promotion of alternative itineraries and the increase of local tourism. In order to support the recovery of the tourism sector from a perspective of sustainable tourism, a transition from quantity to quality tourism is necessary. The positive impacts resulting from tourism have traditionally been based on a quantitative dimension, in which the typology of visitors and qualitative indicators have played a marginal role. The recovery of tourism should therefore be founded on resilience policies concerning both the sector and its related workforce, and be based on indicators and priorities outside the logic of the market as existing until the beginning of the COVID-19 pandemic. Only thus can the resilience and sustainability of the tourism sector be rekindled for the good of World Heritage sites, their residents and local communities.

OBJECTIVES

- To identify new and effective tools for the management, monitoring and predicting of the site's carrying capacity, tourist flows and their environmental, social and physical impact on the site
- To promote innovative activities concerning information, hospitality and visitor participation in the city
- To enhance lesser known areas, both inside and outside the historic centre, and undertake strategies for the decentralisation of the cultural offer

EVALUATION PARAMETERS

- Weight of tourist accommodation tax revenue in relation to total tax revenue
- Contribution of tourism to the economy of the destination (GDP related to tourism/total GDP)
- Increase in tourist arrivals (increase rate of tourist arrivals in the Municipality, on an annual basis)
- Tourism density (number of annual arrivals in the Municipality per square kilometre of the Historic Centre)
- Tourism intensity (number of arrivals in the Municipality per number of residents of the Historic Centre)



Project 22

MEDICI VILLA OF PETRAIA AND GARDEN OF THE VILLA OF CASTELLO | PROPOSAL FOR FAVOURING THE DECENTERING OF THE TOURISM OFFER

Description

The Medici Villa of Petraia, in collaboration with the Garden of the Villa of Castello and a number of local public entities and associations, have embarked on a policy of greater openness of their cultural components and sites, in parallel with the creation of a wider specific offer within the programmes contemplated for the serial site “Medici Villas and Gardens in Tuscany”. Following the positive numbers of tourist arrivals in 2019, which amounted to over 50,000 visitors, and in light of the agreement signed between the Regional Directorate of Museums of Tuscany and the Municipality of Florence, the project is aimed at improving the use of museum sites and increasing the promotion and knowledge of these places. Moreover, the initiative is aimed at fulfilling the specific requests of both citizens and visitors, who express a collective interest in exploring less known places in the Florentine area. The project, therefore, also contributes to the decentralisation of the tourist flows of the World Heritage site “Historic Centre of Florence”, through the creation of a transport system that makes use of both public and private shuttle buses.

Competence

Main competent entity

Regional Directorate for Museums of Tuscany; Municipality of Florence; Tuscan Regional Authority (leading entity in charge of the UNESCO World Heritage site ‘Medici Villas and Gardens in Tuscany’)

Objectives and expected results

- Increase in the flow of visitors
- Increase in the number of cultural initiatives aimed at the discovery of green places and spaces as yet not well valorised
- Creation of a tourist transport network that favours accessibility to the museums

Monitoring indicators

- User satisfaction index, evaluated through online questionnaires
- Number of guided visits carried out
- Increase in the annual number of visitors
- Creation of a tourism mobility network

Timeframe

Medium term

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 23

FEEL FLORENCE

Description

Feel Florence is a project consisting of a portal and a virtual application developed by the Municipality and the Metropolitan City of Florence. The two tools are aimed at offering both tourists and citizens alternative itineraries within the Florentine territory at the metropolitan level, in order to decentralise the flow of visitors and promote forms of sustainable tourism based on the rediscovery of lesser known places of great cultural, artistic, environmental and social interest. In addition to cultural tourism, the offer also includes various types of thematic itineraries based on: sustainable mobility, sports-related tourism, local crafts, accessibility and family activities. Users are also provided with useful information for experiencing the city, such as initiatives and events, a list of tourist guides, details on how to book and access cultural places, information concerning mobility and accommodation facilities, emergency numbers and health facilities. An additional strategic feature of the project is the possibility, through data analysis and geofencing, to be informed in real time on the levels of congestion in the most crowded areas, encouraging the displacement of users to less crowded areas and districts. This feature, in addition to being a valuable source of data that can be used by the City Council to guide sustainable tourism strategies and policies, will play a key role in the post COVID-19 restart phase, making it possible to maintain safe distancing and to satisfy health regulations.

Online link to the portal: <https://www.feelflorence.it/it/home>

Competence

Main competent entity

Regional Directorate for Museums of Tuscany; Municipality of Florence; Tuscan Regional Authority (leading entity in charge of the UNESCO World Heritage site 'Medici Villas and Gardens in Tuscany')

Other entities involved

- Municipalities in the "Florence and Florentine Area" tourist area, Municipalities of the "Mugello" tourist area, Municipalities of the "Empolese- Valdelsa" tourist area, Municipalities of the "Chianti" tourist area: for a total of 41 municipalities active on the portal, through a system of widespread editing and sharing of the data tree.
- Toscana Promozione Turistica and Fondazione Sistema Toscana for the portal *Visittuscany*.
- Network of tourist information offices as determined by each municipality.

Objectives and expected results

- Dissemination of comprehensive information regarding the territory of the whole metropolitan area of Florence, composed of 41 municipalities
- Creation of tourist itineraries based on cultural and environmental heritage, historical craftsmanship, sustainable mobility and sports-related tourism, not only in the historical city, but throughout the entire metropolitan area of Florence
- Promotion of alternative areas and itineraries outside the mass tourism circuits, with the purpose of diversifying the tourist offer and allowing all areas of the Metropolitan City to benefit from tourist arrivals
- Collection of data for obtaining real-time information regarding the congestion of certain areas with high incidence of tourism, so as to warn visitors and improve the quality of the visit

Efficacy indicators

- Number of visits to the portal
- Number of app downloads
- Number of tour guides, trekking guides and tour operators involved
- Level of user interaction in channels and social media related to the project

Timeframe

Medium term

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	●
Authenticity	●

Project 24

OBSERVATORY ON THE CARRYING CAPACITY AND ON THE SUSTAINABLE DECENTERING OF THE TOURISM OFFER IN THE HISTORIC CENTRE

Description

Mass tourism and its impacts on the cultural and natural heritage of Florence constitute one of the critical issues that threaten the Outstanding Universal Value of the World Heritage site. The determination of strategies for mitigating the impacts of mass tourism and decentralising the tourist offer requires comprehensive data and statistics in support of the preservation and sustainable use of the site in the long term. Therefore, the project aims to analyse the Carrying Capacity of the site, in other words the threshold of anthropogenic saturation beyond which the socio-cultural, environmental, physical and economic characteristics of the site may be compromised due to the excessive presence of tourists, through the determination of a set of indicators specific to the Historic Centre of Florence. The identification of sustainability indicators will provide guidelines for the monitoring of arrivals and presences, and will allow a study of the overcrowding of certain tourist areas with the objective of promoting decongestion, the economic development of districts not included in the mass tourism circuits, and sustainable mobility. In this context, the Dashboard proposed by the project is intended as an essential resource for the formulation, implementation, monitoring, and assessment of strategies and actions aimed at the management of the Historic Centre of Florence as a World Heritage site. Beginning from the complete set of data provided by the subjects participating in the project on tourism impact measurement, the application of the model makes it possible to calculate the summary indicators which represent, in a multidimensional manner, the effects of the high tourist load on the historic centre of Florence.

Competence

Main competent entity

HERE_Lab with DISEI Department of Economics and Management UNIFI

Other entities involved

Florence World Heritage and Relations with UNESCO Office; Tuscan Regional Authority; Municipality of Florence; Regional Directorate for Museums of Tuscany, MiC; Regional Secretariat of the Ministry of Culture; SABAP

Timeframe

Medium term

Objectives and expected results

- Measuring the level of tourism pressure and the sensitivity of the historic centre, and in particular of the World Heritage Site
- Evaluation of actions aimed at the sustainability of the site, maintaining the balance between the assets being offered and the conservation of non-renewable resources, so that they do not deteriorate
- Dissemination of data to administrations and research institutions to help in the development of strategies for a sustainable tourism
- Encouraging the decentralising of the tourism offer and positive influence on the economic development of neighbourhoods not included in mass tourism circuits

Efficacy indicators

- Number of initiatives and strategic tools supported by the data collected
- Selection of decongestion initiatives
- Periodic update of the Dashboard
- 2 sites/resources identified within the World Heritage site to measure tourist pressure
- 50 indicators selected to measure sustainability in all its aspects

Strategic Objectives (five “Cs”)

Credibility	
Conservation	
Capacity building	●
Communication	
Communities	

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	●
Authenticity	●

Project 25

FIRENZE GREENWAY

Description

The Firenze Greenway project aims, through the concept of 'urban countryside' and the creation of a network of 23 kilometres of cultural and ecological itineraries, to respond to the new need to return to nature and to overcome the historical dualism between city and countryside. In this context, Florence is considered a virtuous example of integration between a built and a fertile city, a natural and a rural city. Firenze Greenway is a green and ecological urban infrastructure based on bicycle and pedestrian mobility and on the concept of *promenadologie*, in other words the rediscovery of environmental and cultural values through the experience of walking. These itineraries connect two World Heritage Sites (the Historic Centre of Florence and the Medici Villas and Gardens in Tuscany), as well as the Buffer Zone of the Historic Centre of Florence and the Oltrarno area. The project constitutes a sustainable and long-term tool offering alternative itineraries and attractions which help in decongesting the flow of tourists in the historic centre. These itineraries also aim to increase the city's awareness of its own heritage and promote a series of gardens and green spaces such as the Bardini Garden, the Boboli Garden, the Bobolino Garden, the hills of the Oltrarno, the Garden of the Poggio Imperiale Villa and the Iris Garden, also through processes involving the conservation of the green areas in question. The components of the itineraries are studied, enhanced, promoted and maintained, thus preserving the natural and cultural heritage of the city for the well-being of its residents. At the same time, the Florence Greenway Association is developing an educational programme together with some Florentine schools (Saffi Hotel School, Technical Agricultural School and Arts High-School of Porta Romana), which also involves the local population.

Competence

Main competent entity

Associazione Culturale Firenze Greenway

Other entities involved

Department for the Environment and Florence World Heritage and Relations with UNESCO Office of the Municipality of Florence, Fondazione Italia Patria della Bellezza, Saffi Hotel School, Technical Agricultural School and Arts High-School of Porta Romana

Timeframe

Medium term

Objectives and expected results

The main objective is the creation of a green urban infrastructure in accordance with the Lille Declaration.

Expected results:

- Re-qualification and restoration of elements on the itinerary that had been previously neglected or overlooked
- Rediscovery of the agricultural and cultural landscapes and urban green spaces, resulting in the promotion of under-represented heritage categories and narratives
- Promotion of sustainable and alternative itineraries for both local inhabitants and tourists in the framework of slow tourism, in order to implement a safe and healthy city
- Improvement of the health and psycho-social well-being of the city's inhabitants, visitors and users
- Restoration of the relationship between the city and its surrounding environment, strengthening the connection between nature and culture

- Creation of a green itinerary connecting the two World Heritage sites of the Historic Centre of Florence and the Medici Villas and Gardens in Tuscany
- Improvement of the communication between the various stakeholders and connection of people to places.
- Improvement of the management of tourist flows
- Improvement of the economic development in the Oltrarno area, outside the traditional tourist circuits of the historic centre

Efficacy indicators

- Implementation of guidelines regarding signage in the Greenway
- Implementation of culture and education regarding the Firenze Greenway, also through a cycle of conferences scheduled from October to May at three schools in the city of Florence
- Increase in active citizen participation
- Restoration and enhancement of the elements that are part of the Greenway

Strategic Objectives (five "Cs")

Credibility	
Conservation	●
Capacity building	●
Communication	●
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	●
Authenticity	●

Reported Projects

Name of project	Entity	Brief Description
Toscana World Heritage – Digital enhancement of Tuscan sites included in the World Heritage List	Tuscan Regional Authority – Department of Culture and Research	Digital enhancement and promotion of Tuscan World Heritage Sites.
Ambito Turistico Fiorentino / Florentine Tourism Area	Department of Economic and Tourism-related Activities	Redefinition of tourism governance in Tuscany and creation of eight tourism areas, among which the Florentine Tourism Area.
Mobile Analytics	Statistical Service	The project consists in the acquisition of data derived from the telephone traffic of two of the main telephone operators in Italy, in order to integrate the information already available regarding both tourism and the use of the city by city users.
Memorandum of Understanding with the Metropolitan City for tourism governance – Institution of a Strategic Committee	Metropolitan City and Municipality of Florence	Agreement aimed at the sharing of activities and promotional initiatives in the four tourist areas of the Metropolitan City of Florence, in order to manage tourist flows in an integrated, widespread and sustainable way.
Herit-Data – Sustainable Heritage Management towards Mass Tourism Impact thanks to a holistic use of Big and Open Data	Foundation for Research and Innovation	The project contemplates the sustainable management of tourism flows through the enhancement of the heritage of the Mediterranean region, with a focus on technologies and innovations used in the management of Smart Cities.
Passeggiate Fiorentine / Florentine Strolls	Città Sostenibile APS / Sustainable City APS	Guide of the area between Piazza Tasso, Bellosguardo, Soffiano, Marignolle and Porta Romana, to enhance and promote lesser known areas of Florence.
Tram-e d'Arte	Associazione Via Maggio ODV	Creation and promotion of alternative tourist itineraries that combine an innovative and creative use of the Tramway with the modern and contemporary historical-architectural heritage.
Social media: rebirth of the Small and Medium Enterprises and crafts	Gonzaga in Florence	One-day workshop focusing on business and marketing strategies for small enterprises and crafts in Florence, with special attention to the American market.
DTC LBT-H4PE Certification: 2021	Life Beyond Tourism Movement Travel to Dialogue SRL Società Benefit	Inclusion of accommodations within the platform to promote and enforce the Certification for Dialogue between Cultures Life Beyond Tourism, Heritage for Planet Earth DTC LBT-H4PE: 2021, based on an inclusive hospitality and a humanistic approach to the use and enjoyment of Heritage.
Autentica Firenze / Authentic Florence	Confartigianato and Tourist Guides	Creation and launch of a portal affiliated to the Feel Florence platform to promote crafts-oriented tourism itineraries, divided into different sectors.
International Tourist Guide Day in Florence	Associazione Guide Turistiche Firenze	Organisation of free guided tours of lesser-known Florentine sites.

DESCRIPTION

The issue of climate change has become increasingly important in all areas of our lives. In every corner of the planet the intensification of natural disasters and abrupt climate change have become a threat to our ecosystems, our cities and our heritage. Rising temperatures, rising sea levels, increased rainfall and out-of-control weather patterns are just some of the consequences we are now facing. Climate change has also become one of the most significant threats to both natural and cultural heritage. As a matter of fact IUCN, the Advisory Body to the World Heritage Committee that deals with natural heritage, has determined that more than one third of natural World Heritage sites are threatened by this phenomenon. The development of strategies for mitigating and adapting to climate change has thus become a necessary action for the management and protection of sites, especially in the case of certain cultural landscapes and historic centres which are considered as being among the most complex assets and exposed to multiple risk factors. Climate change has become one of the central issues debated within the UNESCO World Heritage Committee in recent years. The most recent revision of the 2021 *Policy Document on the impacts of Climate Change on World Heritage properties* provides recommendations and guidelines to States Parties to the Convention, in order to ensure the proper implementation of assessment, adaptation, mitigation and awareness-raising strategies. The document is constructed around five principles:

1. The adoption of conservation and management approaches aimed at minimising risks associated with climate change;
2. The protection of the Outstanding Universal Value;
3. The effective use of knowledge and of the data developed through inter- and trans-disciplinary methodologies produced by researchers, scientists, site managers, and indigenous and local communities;
4. The inclusion of Sustainable Development perspectives;

5. The promotion of partnerships, inclusion and solidarity at a worldwide level.

The revision of the Policy initiated a series of internal processes that will lead to revised Operational Guidelines and training initiatives.

The 2022 updating of the Management Plan for the World Heritage site “Historic Centre of Florence” adopts a series of national and international approaches and frameworks aimed at the integration of climate change mitigation actions within the broader site management system, and includes projects and strategies to inform the public and coordinate relevant stakeholders in the event of a flood or other natural disaster in mitigation and management processes.

At the international level, the 2030 Agenda for Sustainable Development is one of the pillars on which the urban development model for Florence, as well as the new Management Plan, are based; Macro Area 6 is mostly based on Objective 13, which promotes all actions aimed at fighting climate change. The *UNESCO Recommendation concerning the Historic Urban Landscape* also encourages the assessment of the vulnerabilities of urban sites and their Outstanding Universal Value in relation to socio-economic stresses and climate change impacts, for a virtuous management of the historic urban landscape.

The city of Florence is a positive example of the involvement of local authorities in issues related to Sustainable Development and climate change. The mayor of Florence is one of the members of ICLEI (*Local Governments for Sustainability*), a global network of local governments for the construction of a sustainable urban future and one of the signatories of the *Covenant of Mayors for Climate and Energy*, a voluntary European movement of mayors and local authorities committed to promoting and implementing environmental policies and encouraging the use of renewable energy. The document signed by the mayors adhering to the Covenant, known as the *Covenant of Action for Sustainable Energy and Climate* (SECAP) has been implemented within the municipal administration and guides the plans and initiatives concerning the environmental and energy sectors.



In addition, the Municipality of Florence has also adopted the *Green City Accord*, an initiative of the European Commission in which participating mayors commit to reduce air and noise pollution, extend and restore green areas, and adopt principles of circular economy in urban management.

Finally, the city's commitment, expressed through the many initiatives and international networks to which the city of Florence proudly belongs, is implemented at the local level through the 2019-2024 Term Programme concerning the strategic planning of urban development. The operational guidelines are based on a perspective of sustainable urban development and the fight against climate change. Various actions have been implemented at the municipal level to fight climate change and strengthen the role of the environment and of urban green spaces. Many of these actions are included in the "Rinascita Firenze" plan, presented in 2020, which offers possible solutions for facing the social and economic crisis caused by the COVID-19 pandemic. In particular, they include:

- the urban reforestation plan, which contemplates, among others, a 'forest' of 20 thousand new trees to be planted by 2023, new trees in the Cascine Park and other additional new plantings;
- the completion of the tramway network, in order to extend the sustainable mobility system at the city level;
- Firenze Città Circolare / Florence Circular City: the new waste recycling plan aimed at improving waste management and encouraging separate waste collection through the installation of smart and innovative underground bins (the strategic project is included in the Action Plan of this Management Plan);
- the development of new *infomobility* applications;
- the strengthening of *sharing mobility*, including car and bike sharing, as well as electric scooter and moped rentals;
- the upgrading of cycle paths and new cycle lanes;
- Commitment to improve electric mobility through, for example, the installation of public electric charging stations (approximately 200 had been surveyed by 2020);
- the creation of a new fleet of hybrid buses;
- the implementation of the Florence *plastic free* project, which began in 2006 and to date has contributed to the creation of 22 new high quality drinking water fountains and the distribution of water bottles to students of more than 50 elementary schools.

In accordance with Sustainable Development Goals numbers 12, 13 and 15, the Florence World Heritage and Relations with UNESCO Office aims to identify some actions that are advisable to be implemented to reduce the risk of urban pollution and mitigate the consequences of climate change. 'Sustainable Development' and 'citizen commitment against climate change' are two key words that are reflected in the current revision of the Plan, and which establish the Site Manager as a coordinating and reference figure, whose task it is to stimulate public of-

fices, private owners and other stakeholders to implement responsible and correct behaviours. On the occasion of the fourth *World Heritage Site Managers' Forum* (2021), Site Managers from all over the world insisted on the importance of a strategic management of World Heritage sites which sees the sites not only as a property to be preserved, but also as a sustainable resource for the future. The selection of projects to be included and monitored through this Management Plan takes into consideration these criteria so as to ensure lines of action that satisfy the city's need for Sustainable Development for present and future generations.

In light of this progress, the Florence World Heritage Office has decided to adopt a more conscious stance towards the protection of the Historic Centre of Florence, with reference to issues related to climate change and, more generally, to the holistic management of the site. The *Historic Centre of Florence World Heritage Sustainability Manifesto*, which is modelled on the *Edinburgh World Heritage Climate Emergency Manifesto*, includes the above-mentioned principles and identifies goals and action lines to guide the Sustainable Development of the city. The Manifesto is available for consultation as ANNEXE 4.

OBJECTIVES

- To Increase the dissemination of information and the application of response procedures in the event of a disaster.
- To effectively coordinate the entities that operate in the case of natural disasters or hydro-geological instability.
- To Enhance the Arno river and urban green spaces as public natural areas to be cared for in order to be enjoyed by city users.
- To Increase the number of publicly accessible green areas within the World Heritage site.

EVALUATION PARAMETERS

- Daily amount of solid waste produced in the historic centre / municipality (Kg)
- Percentage of public green space (parks and gardens) in the Historic Centre
- Pollution levels in the Historic Centre (annual average concentration of PM10)
- Number of rainfall events greater than a given threshold
- Number of days of intense heat
- Number of times the Arno river exceeded the 1st or 2nd guard levels
- Average flow rate of the Arno River
- Number of days of minimum flow
- Number of days of activation of expansion tanks

Project 26

SAFEGUARDING OF MUNICIPAL MUSEUMS AND MOVABLE CULTURAL HERITAGE DURING EMERGENCIES

Description

The actions of the Directorate of Territorial Services and Civil Protection aimed at the preservation of art and movable cultural heritage in case of emergency events are mainly focused on two lines:

- **The protection of municipal museums during emergencies**

The initiative aims to continue and expand the pilot project of the same name initiated in 2016 and focused on the protection of the movable heritage of the Bardini Museum in case of flood and hydro-geological instability. The current phase is aimed at replicating the protection plan in another museum or structure of cultural interest identified within the Historic Centre and at training both volunteers and Civil Protection Service officers.

- **SalvArte - Integrated system involving both artisans and the Civil Protection Service for the preservation of cultural heritage**

The project is aimed at the Florentine artisan community, recruited through Confartigianato, for the forming of specialised teams for the handling, recovery and preservation of cultural assets potentially involved in civil protection emergencies.

These actions, in addition to safeguarding heritage, are aimed to train professionals on conservation and, at the same time, to raise awareness among institutions and citizens, generating a synergy between the community and its heritage.

Competence

- **The protection of municipal museums during emergencies**

Municipality of Florence, Civil Protection Service, Municipal Museums Service, Florence World Heritage and Relations with UNESCO Office, Protection and Prevention Service

Other entities involved

Volunteer Associations

- **SalvArte - Integrated system involving both artisans and the Civil Protection Service for the protection of cultural heritage**

Municipality of Florence, Civil Protection Service, Florence World Heritage and Relations with UNESCO Office

Other entities involved

Confartigianato, Volunteer Associations

Objectives and expected results

- **The protection of municipal museums during civil protection emergencies**

- Protection of the city's heritage in case of hydro-geological emergency
- Determination of protection policies and actions to be carried out in case of calamitous events
- Renewal of the call for sponsors for the acquisition of bulkheads for the protection of museums in case of flooding.

- **SalvArte - Integrated system involving both artisans and the Civil Protection Service for the preservation of cultural heritage**

- Implementation of a joint intervention procedure, aimed at participatory planning and increasing population resilience
- Specific training of staff and volunteers
- Joint exercise to test the procedure

Efficacy indicators

- Number of Civil Protection Service officers trained
- Number of volunteers trained
- Number of shared procedures
- Number of exercises carried out

Timeframe

Medium term

Strategic Objectives (five "Cs")		Criticalities		Criteria, integrity and authenticity	
Credibility		Mass tourism		I	●
Conservation	●	Urban mobility and air pollution		II	●
Capacity building	●	Flooding of the river Arno	●	III	●
Communication	●	Reduction in the number of residents		IV	●
Communities	●	Conservation of monuments	●	VI	●
				Integrity	●
				Authenticity	●

Project 27

FLORENCE CIRCULAR CITY

Description

Firenze Città Circolare (Florence Circular City), developed by the Environment Department of the Municipality of Florence and ALIA Servizi Ambientali S.p.A., is a programme which brings together projects of sustainability and circular economy. It includes, in addition to the *Plastic Free Declaration*, a new plan that aims to improve the overall reorganisation of the waste collection system in the city. The initiative contemplates a twofold service: the first includes the creation of a network of underground islands with the objective of reducing the number of waste collection passages. This is made possible thanks to their greater capacity compared to traditional bins and to a reduced use of road space; the second consists in the installation of a “full” detection system inside the collection devices, both the underground type and the classic above-ground bins, in order to rationalise and improve the number of passages and increase the quantity and quality of differentiated waste collection. Within the UNESCO World Heritage area, the turrets of the underground containers will include a Smart Control system with electronic opening and closing, activated through electronic keys and smartphone applications. The system will also be available to tourists, city users and users not registered with TARI (Italian Waste Tax System), in order to ensure universal accessibility to the service and improve liveability in the historic centre. The project also requires the active and conscious participation of the local population, who will be provided with all the tools and knowledge necessary for carrying out a correct and sustainable recycling.

The project can be accessed at the following website: <https://www.firenzecittacircolare.it/>

Competence

Main competent entity

Environment Department, Municipality of Florence

Other entities involved

ALIA Servizi Ambientali S.p.A.

Timeframe

Medium term

Objectives and expected results

- Improvement of the quantity and quality of recycling in the Municipality of Florence, including the adoption of new approaches within the Historic Centre of Florence
- Establishment of a system of underground islands with access control to decrease the number of steps involved in waste collection
- Establishment of a system of bins equipped with a system to monitor the level of fullness and improve waste collection, in order to avoid unnecessary steps in areas with a high tourist presence

Efficacy indicators

- Number of designed installations (underground bins)
- Number of installations carried out
- Percentage increase in segregated waste collection

Strategic Objectives (five “Cs”)

Credibility	
Conservation	
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	
Urban mobility and air pollution	●
Flooding of the river Arno	
Reduction in the number of residents	
Conservation of monuments	

Criteria, integrity and authenticity

I	
II	
III	
IV	
VI	
Integrity	
Authenticity	●

Project 28

GREEN PLAN

Description

“Green and eco-sustainable Florence” is one of the strategic paths of the Mayor’s Term Programme for the 2019-2024 period. The plan has a twofold objective: to enhance urban parks, green areas, as well as their useability for both people and pets, and to promote a circular and environment-oriented economy.

These premises have led the Council of Palazzo Vecchio to embark on the path that will result in the adoption of the new Operational Plan, as well as of the Green Plan: a sector plan that is currently lacking at the Florentine municipal administration level, yet is contemplated under Law 10/2013 for the development of urban green spaces at the national level. The main objective is to plan the choices concerning urban green spaces and to place the issues of climate change and the quality of open spaces at the centre of urban planning and governmental policies. Within the participatory process for the new Operational Plan, a section will be devoted to the theme of ‘Green Florence’ and to environmental regeneration. Urban greenery, constantly upgraded and enhanced, will be increasingly linked to the metropolitan green through improved accessibility, also recovering the useability of the landscape surrounding Florence. In the city itself, interventions such as “urban forestation”, the preservation of the Arno eco-fluvial system, the energy upgrading of buildings through the use of renewable sources and the increase in recycling, will improve energy efficiency, safety and the psycho-physical well-being of citizens. In order to achieve these objectives, the DAGRI and DIDA departments of the University of Florence, in collaboration with the Municipality of Florence, have developed research on issues concerning environmental assessment, urban forestry, landscape design and urban green, sustainable transformation of open spaces, landscape integration of works and infrastructures, and participatory design.

Competence

Main competent entity

Environment Department, Municipality of Florence

Other entities involved

University of Florence [include logos of the University of Florence] (Department of Agricultural, Food, Environmental and Forestry Sciences and Technologies DAGRI and Department of Architecture DIDA) and collaborations with other entities and organisations, such as: Società Toscana di Orticoltura, CNR, Accademia dei Georgofili, together with a team of technicians belonging to the Municipal Administration (Environment Department, Urban Planning Department, General Directorate)

Objectives and expected results

- Mapping of the urban heat islands to determine mitigating actions
- Updating of tree risk map
- Performance of an updated survey of urban open spaces
- Determination of a project plan of open spaces and green and blue infrastructures

Efficacy indicators

- Exposure of the urban population to particulate matter air pollution <10 Micro g/m³ and <2.5 Micro g/m³
- Public spending per capita to protect biodiversity and environmental resources
- Average percentage of urbanised areas that is used as public space, by gender and age, as well as by people with disabilities
- Amount invested in infrastructure, or number of public-private partnerships established for that purpose
- Square metres of green space/number of inhabitants
- Waterproofing and land consumption per capita
- Assessment of tree balance

Timeframe

Short term

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	
Communication	
Communities	●

Criticalities

Mass tourism	●
Urban mobility and air pollution	●
Flooding of the river Arno	●
Reduction in the number of residents	●
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Project 29

PROJECTS FOR THE REDUCTION OF HYDRO-GEOLOGICAL AND FLOOD-RELATED RISKS OF THE ARNO RIVER

Description

The Arno River crosses the historic centre of the city of Florence: the riverbed we see today is the result of continuous changes undertaken over the centuries to ensure the safety of the city. To date, the management of the river course is the responsibility of the District Basin Authority of the Northern Apennines, which in 2015 established the Flood Risk Management Plan (PGRA), a plan that includes reports of the hydraulic studies on flood hazard and risk. From these studies, projects for the safety of the river through the construction of embankments, bank reinforcements, expansion tanks and other interventions, such as green infrastructure that mitigate water-related risk, have been derived. In order to achieve the objectives concerning risk management and the security of the territory, it is essential that the various institutional and administrative levels collaborate in a framework of multi-level governance: it is for this purpose that the "Patto per l'Arno" (Pact for the Arno River) was developed, an agreement that connects the different institutions (Basin Authority of the Northern Apennines, ANBI and ANCI Tuscany and the Land Reclamation Authorities 2 Alto Valdarno, 3 Medio Valdarno and 4 Basso Valdarno), which in turn has led to the creation of the River Agreement (Contratto di Fiume, CdF), a voluntary agreement aimed at the protection and enhancement of the Arno River. The River Agreement implements the European Water Framework Directive (2000/60/EC), which aims primarily to protect and safeguard a common resource to be used according to the rules of sustainability, but also to promote synergy between the entities that operate on the river. The main aspects involved are the collaboration between institutions and the participation of citizens and associations. Each section of this contract is committed to make its own contribution in terms of knowledge, maintenance and management, according to the capabilities of each partner. 2021 was, in this respect, a significant year, since the updates to the Water Management Plan (WMP) and the Flood Risk Management Plan (FMP) for the period 2021-2027 were approved.

The following is the link to the management plans (PGA and PGRA): www.appenninosettentrionale.it

For further information on the "Pact for Arno River": <https://sites.google.com/view/unpattoperlarno/home>

Competence

For the "Patto per l'Arno" (Pact for the Arno River) a coordination among entities is contemplated for the promotion of the River Agreements:

Basin Authority of the Northern Apennines, ANBI and ANCI Tuscany and the following Land Reclamation Authorities: 2 Alto Valdarno, 3 Medio Valdarno and 4 Basso Valdarno

Other entities involved

49 municipalities

District CB2: Arezzo, Bibbiena, Capolona, Castel Focognano, Castel San Niccolò, Chiusi della Verna, Civitella in Val di Chiana, Figline e Incisa, Laterina Pergine Valdarno, Montevarchi, Ortignano Raggiolo, Pelago, Poppi, Pratovecchio Stia, Reggello, Rignano sull'Arno, San Giovanni Valdarno, Subbiano, Terranuova Bracciolini, Castiglion Fibocchi, Chitignano, Montemignaio, Talla.

District CB3: Bagno a Ripoli, Campi Bisenzio, Carmignano, Empoli, Fiesole, Firenze, Lastra a Signa, Montelupo Fiorentino, Pontassieve, Scandicci, Signa.

District CB4: Calcinaia, Capraia e Limite, Cascina, Castelfranco di Sotto, Cerreto Guidi, Fucecchio, Montopoli in Valdarno, Pisa, Pontedera, San Giuliano Terme, San Miniato, Santa Croce sull'Arno, Santa Maria a Monte, Vicopisano, Vinci

Objectives and expected results

The objectives regard the Water Framework Directive (achievement of Good Environmental Quality Objective for all water bodies in the basin/district) and the Floods Directive (flood risk management):

- "For a Clean Arno". This objective concerns the protection of the water bodies connected to the Arno and the proper management of water resources
- "For a safe Arno". This objective concerns the protection against hydraulic and fluvial dynamics risks through hazard reduction and risk management policies
- "For an Arno to be lived". This objective concerns the issue of the usability of the banks and the river and the requalification of the fluvial ecosystem
- "For an Arno to be promoted". This objective concerns the theme of cultural, economic, social and touristic enhancement of the environment, the possible activities on the river, such as fishing or its navigability, as well as communications and environmental education
- Dissemination of a new culture of the river and of the environmental aspects linked to it

- Communication of the contents of the District Management Plans (Water Management Plan - PGA and Flood Risk Management Plan - PGRA) and commitment to ensuring forms of citizen participation in the planning processes, both during the plan preparation phases and in later steps involving the implementation of measures and interventions
- Promotion and development of educational projects related to the enhancement of the river, also as part of the initiative Le chiavi della città, extending these projects to other Tuscan cities through agreements with Anci TOSCANA

Efficacy indicators

- Number of river agreements established within the framework of the Pact for the River Arno/territorial area of reference
- Number of municipalities participating in the Declaration of intent of the Pact for the River Arno/total number of riverside municipalities
- Number of associations involved
- Number of thematic round-tables organised
- Number of meetings held
- Number of schools involved in Tuscan/district territories

Timeframe

Long term

Strategic Objectives (five “Cs”)

Credibility	
Conservation	●
Capacity building	●
Communication	
Communities	●

Criticalities

Mass tourism	
Urban mobility and air pollution	
Flooding of the river Arno	●
Reduction in the number of residents	
Conservation of monuments	●

Criteria, integrity and authenticity

I	●
II	●
III	●
IV	●
VI	●
Integrity	●
Authenticity	●

Reported Projects

Name of project	Entity	Brief Description
Plant a tree	Treedom	Founded in 2010, it is the first website that allows you to plant trees remotely around the world and monitor their growth and related benefits in real time.
OBA.NUTRA.FOOD – Ortobioattivo / Bio-active vegetable garden: agro-ecology for the sustainable production of nutraceutical plants	University of Florence, University Museum System, Botanical Garden “Giardino dei Semplici”	Project based on the practice of the Bio-active vegetable garden, aimed at the production of plants with a high nutraceutical value in urban green areas.
The gardens of Florence and thermal well-being	Climate and Sustainability Foundation, University of Florence – Department of Agricultural, Food, Environmental and Forestry Sciences and Technologies, Cnr- IBE Institute for Bio-Economy	Placement of temperature and humidity sensors in selected gardens with the purpose of evaluating how different garden designs can improve thermal conditions during the summer.
PSLifestyle – greenApes	GreenApes SRL	Crowdfunding campaign in support of re-qualification initiatives concerning the city and the local heritage.
Un'alluvione verde / A green flood	360 Atelier	Environmental re-qualification project for rainwater collection and the reuse of underground waterways on support of a new urban green plan.
Parco Lineare dell'Arno - progetto Rogers / Arno Linear Park – Rogers project	Municipality of Florence	Revisitation of the project by architects Rogers and Cantarella for the transformation of the banks of the Arno River into a linear park connecting the city and the river.
La Città Nascosta / The Hidden City – the places and history of the waterworks of Florence Capital of Italy	Publiacqua (Public Water Authority), Municipality of Florence	Re-qualification intervention of the Giardini di Carraia in Florence, as part of a wider programme aimed at the promotion of the historical waterworks of the city of Florence.
Terzo Giardino / Third Garden	Murate Art District, Mus.E	Project for the artistic re-qualification of a vast section of the left bank of the Arno through public art initiatives.
Ecomuseo dell'Arno / Eco-museum of the Arno River	Municipality of Florence, University of Florence (DIDA)	Initiative devised as a tool for the re-appropriation of the tangible and intangible heritage of the river by the community, in order to reformulate, within an innovative system, a new culture of the river and of the city.



DESCRIPTION

Macro Area 6 was developed in line with the recommendations of the 2017 UNESCO/ICOMOS Advisory Mission on sustainable urban mobility interventions within the Municipality of Florence, in particular regarding works for the extension of the tramway system, high-speed trains, the car park system, and the extension of the A. Vespucci airport. The report documents a general improvement in the sustainable management of the site, and foresees the completion of the tramway line towards the Historic Centre, which will arrive at Piazza San Marco while avoiding crossing the busiest streets and squares. The recommendations do not advise on the construction of tunnels for high speed trains because they could be a threat to any possible underground archaeological remains, and could also cause potential damage to the urban fabric above. However, the improvement of the line is necessary so as to decongest the train station of Santa Maria Novella, which can be achieved by separating the routes of regional trains from those of high-speed trains.

The principle of sustainable mobility lies at the core of the Action Plan. The mobility system is one of the main issues that public administrations have to deal with on a daily basis. The Historic Centre of Florence receives workers, students and city users from suburban areas and neighbouring municipalities, as well as tourists, who together with residents use the city on a daily basis. This has a significant impact on urban traffic, congesting the road network due to the large number of private vehicles circulating, and heavily increasing air and noise pollution within the World Heritage site. The balance between residence (and related services), economic functions and preservation of the site requires a constant and careful effort. For this reason, the Administration continues to promote public transport, the use of electric vehicles, bike sharing (Florence is currently the city with the highest density of bicycles per inhabit-

ant in Europe, one for every 100 inhabitants) and car sharing, to encourage the use of electric minibuses and eco-diesel minibuses, to implement the construction of new bike lanes, new car parks, pedestrian areas, 30 km/h and Limited Traffic Zones. In support of these projects, the Metropolitan City of Florence has produced a strategic document: the Urban Sustainable Mobility Plan (approved in April 2021), developed by a multi-level work group that also included the participation of the Municipality of Florence. This tool, which has a ten-year validity, is aimed at making the transport system as a whole more efficient. The document has set mandatory minimum goals as determined by the Decree of August 4, 2017 issued by the Ministry of Infrastructure and Transport:

- efficacy and efficiency of the mobility system
- energy and environmental sustainability
- road mobility safety
- socio-economic sustainability

The efficiency of urban mobility does not depend exclusively on the increase of public transport. The general objective is to allow everyone to move in an easier and more diversified manner, and this involves as well the removal of architectural barriers, in order to facilitate a better use of the city by people with reduced mobility. Ensuring the safety of pedestrian and bicycle lanes is also a useful and necessary strategy for creating effective and efficient alternatives and encouraging the population to reject the use of private cars in favour of more sustainable means. Accessibility is also to be regarded from an economic perspective, facilitating its use and providing incentives through tools such as public transport passes with discounts for students (including university students), as well as for other categories related to income thresholds or age groups. The commitment of the administration to expand the network of cycle-pedestrian paths and public transport is as complex as it is necessary, in order to alleviate the congestion derived from private traffic, especially during rush hour, by identifying the most frequented routes and intervening where most necessary.



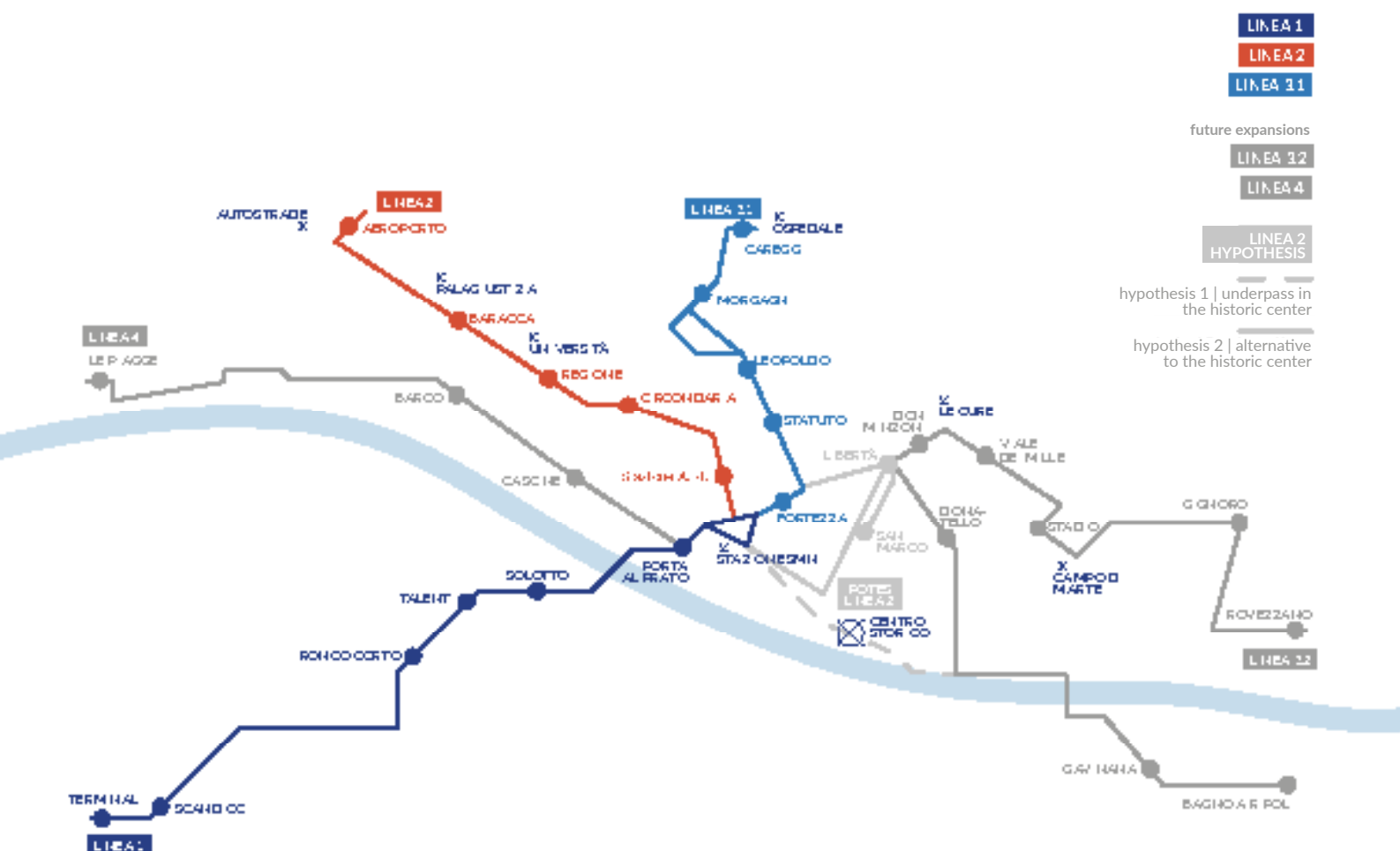
The completion of the Florentine tramway system is part of this process: the construction of new tramway lines is aimed at reducing the number of trips undertaken by private vehicles, with the consequent reduction in traffic and therefore in air pollution and CO₂ emissions. The overall project for the metropolitan system aims to create a network of tramway lines for rapid mass transport that directly connects the main urban centres of the various municipalities of the metropolitan area (Florence and its belt). Three lines have been completed so far: Line 1 - Firenze S.M.N. - Scandicci (in operation since February 14, 2010), Line 2 - Peretola - Piazza dell'Unità d'Italia (in operation since February 11, 2019) and Line 3.1 - Careggi - Firenze S.M.N. (in operation since July 16, 2018). Other connections to Le Piagne, Rovezzano, Sesto Fiorentino and Campi Bisenzio will be added to these three lines, so as to improve public transport connections between the city and neighbouring municipalities. This intervention represents an important strategic opportunity to develop the connections of neighbourhoods, villages and smaller historic centres, in particular those located beyond Via Pistoiese, evaluating as well the need to improve connections, especially pedestrian, between the various types of transport and infrastructures.

OBJECTIVES

- To enhance accessibility and usage of the site by pedestrians, through interventions for improving paving and pedestrian paths;
- To continue decreasing private motor vehicle traffic within the site, devising and identifying
- new sustainable mobility strategies;
- To encourage the use of soft mobility (bike sharing) and strengthen the system of bicycle paths;
- To strengthen the public transport network (tramway, protected bus lines) and alternative/electric mobility;
- To make the entire system of cultural and natural heritage of the territory easily accessible through an effective system of integrated mobility.

EVALUATION PARAMETERS

- Pedestrian areas (square metres)
- Total length of the cycle path network
- Number of fully electric taxis / Total number of taxis
- Number of interchange car parks
- Total length of tramway lines (km)
- Number of tramway users



Tramway system of the Municipality of Florence, | source: intoscana

Project 30

SUSTAINABLE INFRASTRUCTURE AND MOBILITY FOR THE HISTORIC CENTRE

Description

The sustainable mobility strategy established by the Urban Plan for Sustainable Mobility (PUMS) of the Metropolitan City of Florence (approved by the Metropolitan Council under Resolution number 24 of April 21, 2021), although designed for the entire metropolitan area, will significantly improve the conditions of accessibility and the quality of life, as well as the preservation of the urban environment in the city's historic centre. The strategy includes a series of interventions which specifically involve the World Heritage area and which can be grouped as follows:

- **Tramway:** construction of lines VACS Lavagnini – Piazza San Marco, 3.2.1 Piazza della Libertà – Bagno a Ripoli and 3.2.2 Piazza della Libertà – Rovezzano, which completes the tramway network in the most central areas of the city.
- **Urban logistics:** interventions based on new technological and organisational solutions, aimed at establishing a shared system of management concerning accesses to the historic centre for the distribution collection of goods, with the purpose of reducing the level of congestion in the areas concerned, resulting in an increase in the quality of life and urban decorum.
- **Shared mobility:** extension of the shared mobility system which favours the reduction of the number of polluting vehicles in the city and encourages the use of all vehicles with a low environmental impact (electric mopeds, bicycles, scooters).
- **Integrated Accessibility System:** interventions aimed at improving accessibility to the historic centre for all categories of users and in particular for the most vulnerable and *city users*. These interventions range from the improvement of the Local Public Transport system by road, closely coordinated with the completion of the tramway network, to the encouragement of soft mobility through the extension of the bicycle network and pedestrian areas, to the elimination of architectural barriers, and the allocation of underground parking areas intended primarily for residents, which will improve the quality of life of those who live in the centre and reduce the presence of vehicles on streets without negatively impacting traffic levels.

Competence

- Municipality of Florence
- Ministry of Sustainable Infrastructure and Mobility
- Tuscan Regional Authority
- Metropolitan City of Florence

Timeframe

Long term

Objectives and expected results

- Improvement of the appeal of collective transport, shared transport and bicycle-pedestrian transport
- Socio-economic sustainability
- Reduction of road congestion and irregular parking, promoting the introduction of low-polluting vehicles
- Increase in the efficiency of urban logistics, improvement of the energy and environmental performance of the passenger and freight vehicles
- Ensuring conditions of accessibility for people with reduced mobility, people with low income and the elderly
- Improvement of the safety of vehicular traffic, pedestrians and cyclists
- Increase in the range of transport choices for citizens

Efficacy indicators

Full list of indicators to monitor PUMS can be found in ANNEXE 7: Monitoring. Below are those elements considered as most important for the Management Plan:

- Number of sustainable commercial vehicles (cargo bike, electric, hydrogen) active in the ZTL / total square kms of ZTL*hour
- Square metres of green areas, pedestrian areas and 30 km / h zones per inhabitant
- Reduction of motor vehicle rate (number of cars / resident population)
- Use of Local Public Transport
- Number of tramway users
- Reduction in private traffic, percentage of users who have changed private transport for the tramway
- Percentage increase in the number of electric vehicles used in the distribution of goods in the area
- Urban modifications carried out related to the construction of the tramway lines as an opportunity for urban requalification (streets, squares, cycle paths, green areas)
- Number of places / km offered on infrastructure
- Number of users inscribed in sharing services
- Number of interventions to remove architectural barriers

Strategic Objectives (five “Cs”)		Criticalities	Criteria, integrity and authenticity	
Credibility		Mass tourism	●	I
Conservation		Urban mobility and air pollution	●	II
Capacity building		Flooding of the river Arno		III
Communication		Reduction in the number of residents	●	IV
Communities	●	Conservation of monuments		VI
				Integrity
				Authenticity
				●

Reported Projects

Name of project	Entity	Brief Description
Master's degree in “Mobility Studies”	Gonzaga University	Creation of a Master's degree programme in “Mobility Studies”, centred on issues such as sustainability, tourism, social economy and social justice in the context of mobility. The course will tangibly contribute to the development of the city of Florence.



ANNEXES



ANNEXE 1

UNESCO and World Heritage

What is UNESCO?

UNESCO (United Nations Educational, Scientific and Cultural Organization) was founded in London in November 1945, as an agency of the United Nations specialised in education, culture and science. Its headquarters is in Paris at number 7, Place de Fontenoy. Its Constitution states that: "Since wars begin in the minds of men, it is in the minds of men that the defence of peace must be constructed." The objective of the Organisation is in fact "to contribute to peace and security in the world by promoting collaboration among nations through education, science, culture and communication in order to further universal respect for justice, for the rule of law and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language or religion". UNESCO is organised into five Sectors, Education, Natural Sciences, Social Sciences and Humanities, Communication and Information, and Culture, and bases its programme on the following themes:

- Education for the 21st century: to guarantee quality education and the right to education for every individual and to strengthen the conviction that education plays a fundamental role in human, social and economic development.
- Strengthen freedom of expression: promote the freedom, independence and plurality of media to ensure greater freedom of expression, an essential condition for the development and strengthening of human rights and peace.
- Protect our heritage and strengthen creativity: to protect heritage, a source of community identity and cohesion, and strengthen creativity, in order to lay and strengthen the bases for open, pluralistic, innovative and prosperous societies.
- Learning to live together: to cooperate and use knowledge as a way to create more equitable and inclusive societies and to build lasting peace.
- To build societies based on knowledge: to create knowledge-based societies, founded on freedom of expression, universal access to information and knowledge, respect for cultural and linguistic diversity, and quality education for all; empowering local communities by increasing the level of access, preservation, and sharing of information and knowledge in all UNESCO sectors.
- One planet, one ocean: to preserve the diversity of life on Earth and the health of the oceans for global human well-being; to achieve Sustainable Development, not only through technological solutions, policy regulations or financial instruments, but also through a change in the way we think and act.
- Science for a sustainable future: to promote and support international scientific cooperation in order to find solutions to current economic, social and environmental challenges and to stimulate an increasingly sustainable development.

UNESCO currently has 193 member states and 11 associate members. The institutional organs of UNESCO are divided into:

- Governing bodies: the General Conference and the Executive Board
- Executive body: the Secretariat

The General Conference meets every two years in the presence of the representatives of all Member States, in order to establish the policies, programmes and budget of the Organization. It also elects the Members of the Executive Board and, every four years, the Director-General. The overall management of UNESCO, the work and control regarding the implementation of the decisions taken by the General Conference are carried out by the Executive Board, which is composed of 58 Member States, including Italy, and meets twice a year. The executive body of UNESCO is the Secretariat, which includes the Director-General and the Staff. The Director is in charge of enforcing the commitments made by Member States. Currently, the Director-General of UNESCO is Audrey Azoulay, who was elected in 2017.

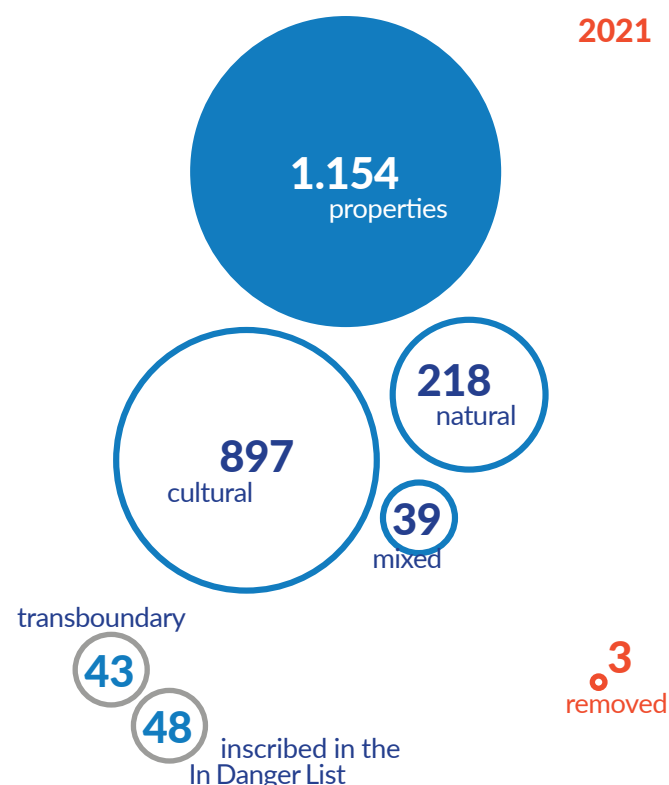
What is World Heritage?

In 1972, the General Conference of UNESCO adopted the *Convention Concerning the Protection of the World Cultural and Natural Heritage*, which brings together the UNESCO Culture and Natural Sciences Sectors. The mission of the Convention is to identify, protect, safeguard and transmit to future generations the cultural and natural heritage of the whole world which possesses outstanding value for all humanity. According to the Convention, cultural heritage is defined as a monument, a group of buildings or a site of historical, aesthetic, archaeological, scientific, ethnological or anthropological value. Natural heritage, on the other hand, consists of relevant physical, biological and geological features, as well as the habitat of endangered animal and plant species and areas of special scientific and aesthetic value.

The exceptional nature of World Heritage is its universal application, since World Heritage properties "belong to all the peoples of the world, beyond the territories in which they are located", and connect past, present and future generations. UNESCO encourages the States Parties, that is countries that have adhered to the World Heritage Convention (currently 194), to indicate sites and/or properties in their national territory to be included in the World Heritage List and to take care of their protection and conservation. Each State Party is therefore responsible for providing the UNESCO Secretariat with the names and addresses of each competent governmental organisation, as well as the details of the National Coordinator, called Focal Point, and of any Site Managers, thus the specialists responsible for the management of World Heritage sites.

Italy, with 58 registered properties, is currently the most represented country in the List. As of 2021, the World Heritage List is composed of 1154 properties, of which 897 are cultural, 218 natural and 39 mixed. Among these, 43 are transboundary and 48 are inscribed in the In Danger List. Finally, 3 sites have been removed, having lost their World Heritage status.

The properties in the List



Which are the World Heritage Bodies?

The Bodies for the implementation of the 1972 World Heritage Convention are divided into:

INTERNATIONAL ORGANISATIONS

1. UNESCO Culture Sector and Natural Sciences Sector

The Culture Sector and the Natural Sciences Sector are 2 of the 5 sectors into which UNESCO's programmes are structured. Both are involved in the World Heritage Convention, which concerns the safeguarding and transmission of both cultural and natural sites

2. World Heritage Centre

The World Heritage Centre was founded in 1992 as part of UNESCO. It is the international coordinator of all World Heritage issues such as: ensuring the day-to-day management of the Convention; advising States Parties in organising international assistance through the World Heritage Fund to sites/properties that have requested it; coordinating reports on the condition of sites and emergency actions for sites at risk; organising seminars and workshops; updating the World Heritage List; developing educational materials for raising awareness on protection and heritage issues among the public, particularly young people; and organising annual meetings of the World Heritage Committee. The World Heritage Committee is composed of representatives from 21 of the 194 States Parties. The 21 States Parties are elected every six years by the General Assembly of the States Parties to the World Heritage Convention. The Committee, which meets once a year, is responsible for the implementation of the World Heritage Convention; determines the use of the World Heritage Fund, providing funding to States Parties that have applied for it; evaluates nominations submitted by States Parties for inclusion of sites/properties on the List; examines the state of conservation of sites/properties; requests States Parties to intervene if it considers that sites/properties are not being adequately managed.

3. World Heritage Committee Advisory Bodies - ICOMOS, ICCROM and IUCN

The three Advisory Bodies of the UNESCO World Heritage Committee are:

- *ICOMOS - International Council on Monuments and Sites*
An international non-profit, non-governmental organisation with headquarters in Paris, France, and committed to promoting the conservation, protection, use and enhancement of World Cultural Heritage. In particular, ICOMOS is the Advisory Body to the World Heritage Committee on all aspects concerning cultural heritage and its preservation. The role of ICOMOS in the World Heritage Convention includes: the evaluation of all nominations to the World Heritage List of cultural and mixed heritage properties; the active part in monitoring the state of conservation and management of the properties inscribed on the World Heritage List through the organisation of evaluation and advisory missions; drafting of reports and recommendations on the state of conservation of the inscribed properties reflections on risks and their impact on the sites/properties; the advice on issues concerning requests for international assistance from States Parties; preparatory, emergency, educational, training and technical cooperation assistance. ICOMOS is organised into an International Secretariat and several National Commissions. ICOMOS Italy is present at the Italian national level.
- *ICCROM - International Centre for the Study of the Preservation and Restoration of Cultural Property*
International inter-governmental organisation with headquarters in Rome, Italy, which has the task of creating or improving the conditions for a better and more effective preservation of cultural heritage throughout the world. The role of ICCROM in the World Heritage Convention is to contribute to the protection of cultural herit-

age by providing the international community with education, training, information, research, cooperation (through missions to assess the state of conservation of World Heritage sites, evaluate nominations and provide technical assistance) and awareness-raising on restoration techniques, as well as how to preserve the characteristics of World Heritage properties and a wider range of assets.

- *IUCN - International Union for Conservation of Nature*

An international non-governmental organisation with headquarters in Gland, Switzerland, whose mission is to promote the conservation of the integrity and diversity of nature and to ensure that all uses of natural resources are equitable and ecologically sustainable. The role of IUCN in the World Heritage Convention is to provide the World Heritage Committee with technical assessments of natural and mixed heritage properties and, through its worldwide network of specialists, report on the conservation status of listed natural properties.

4. Institutes and Category 2 Centres

Institutes and Category 2 Centres are present in different regions of the world and provide a valuable contribution to the development of the strategic objectives of UNESCO's programme at the international level. They are actively involved in the strengthening of UNESCO's policies and programmes, offering either research and training in the different fields of UNESCO's competence or funds to support the activities carried out by other organisations. Category 2 Centres are entities which, although not legally part of UNESCO, are associated with it through agreements approved by the General Conference. They are selected upon proposal of Member States on the basis of the strength of their specialisation in one of UNESCO's fields of expertise, and are directly funded by the Member State in which they are located. There are currently 10 Category 2 Centres in the world dealing specifically with the theme of World Heritage. They are in constant contact with the World Heritage Centre and participate in numerous initiatives and programmes related to World Heritage, in particular in the process leading to the Periodic Reporting.

5. UNESCO Chairs

UNESCO Chairs, created through the UNITWIN Chairs programme, are bridges between academia, civil society, local communities, research and policy-making. In fact, they implement teaching and research programmes related to development policies and promote intellectual cooperation through twinning agreements between universities and institutes of higher education throughout the world in order to ensure access and transfer of knowledge within and beyond national borders. The programme currently has 864 Chairs established in over 110 countries. In Italy, on the theme of World Heritage, there is a UNESCO Chair at the Polytechnic University of Milan (based in Mantua) on Architectural Preservation and Planning in World Heritage Cities.

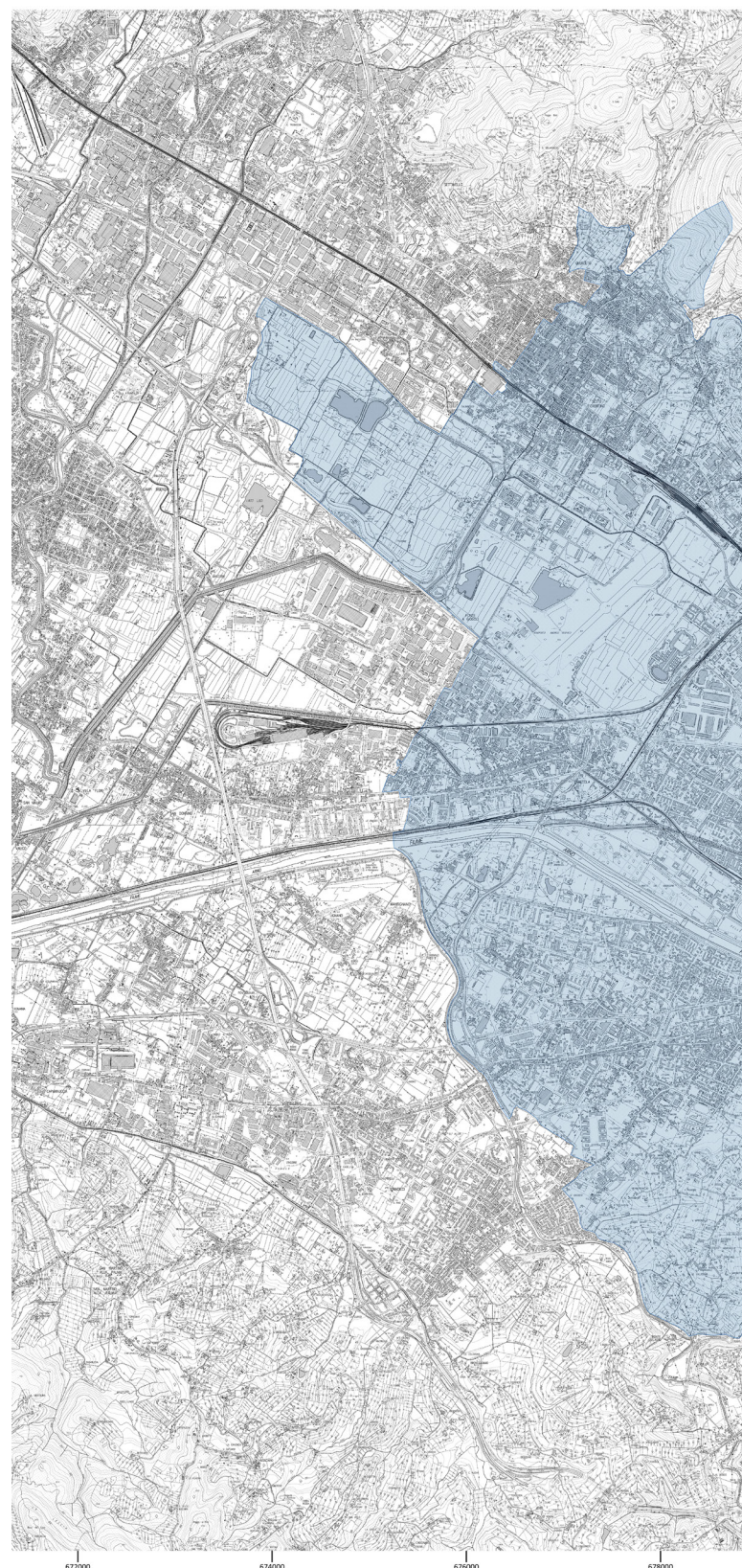
6. Clubs, Centres and Associations for UNESCO

The Clubs, Centres and Associations for UNESCO are groups of volunteers of different ages and socio-professional status who become activists in support of UNESCO values. Established under the patronage of the National Commissions for UNESCO, these Clubs, Centres and Associations are organised into national, regional and international networks to promote and disseminate UNESCO's principles and objectives in local communities. At the international level, the World Federation of UNESCO Clubs, Centres and Associations (WFUCA), has the task of informing, coordinating and mobilising its members, with the support and cooperation of UNESCO. At the national level, UNESCO Clubs are coordinated by a National Federation (if any) or by the National Commission in the country of reference. In Italy there is an Italian Federation of UNESCO Clubs and Centres (FICLU), founded in Rome in 1979, which belongs to the World Federation (WFUCA).

ANNEXE 2

Map of the Core Zone and the Buffer Zone

Historic Centre of Florence, id. n. 174

**NATIONAL ORGANISATIONS****1. Permanent Interministerial Working Group for UNESCO World Heritage**

The Interministerial Working Group, active within the Ministry of Cultural Heritage since 1997, is the coordinating body between the various competent Administrations, taking decisions on issues related to the World Heritage Convention and the Convention on Intangible Cultural Heritage.

2. Italian National Commission for UNESCO (CNI)

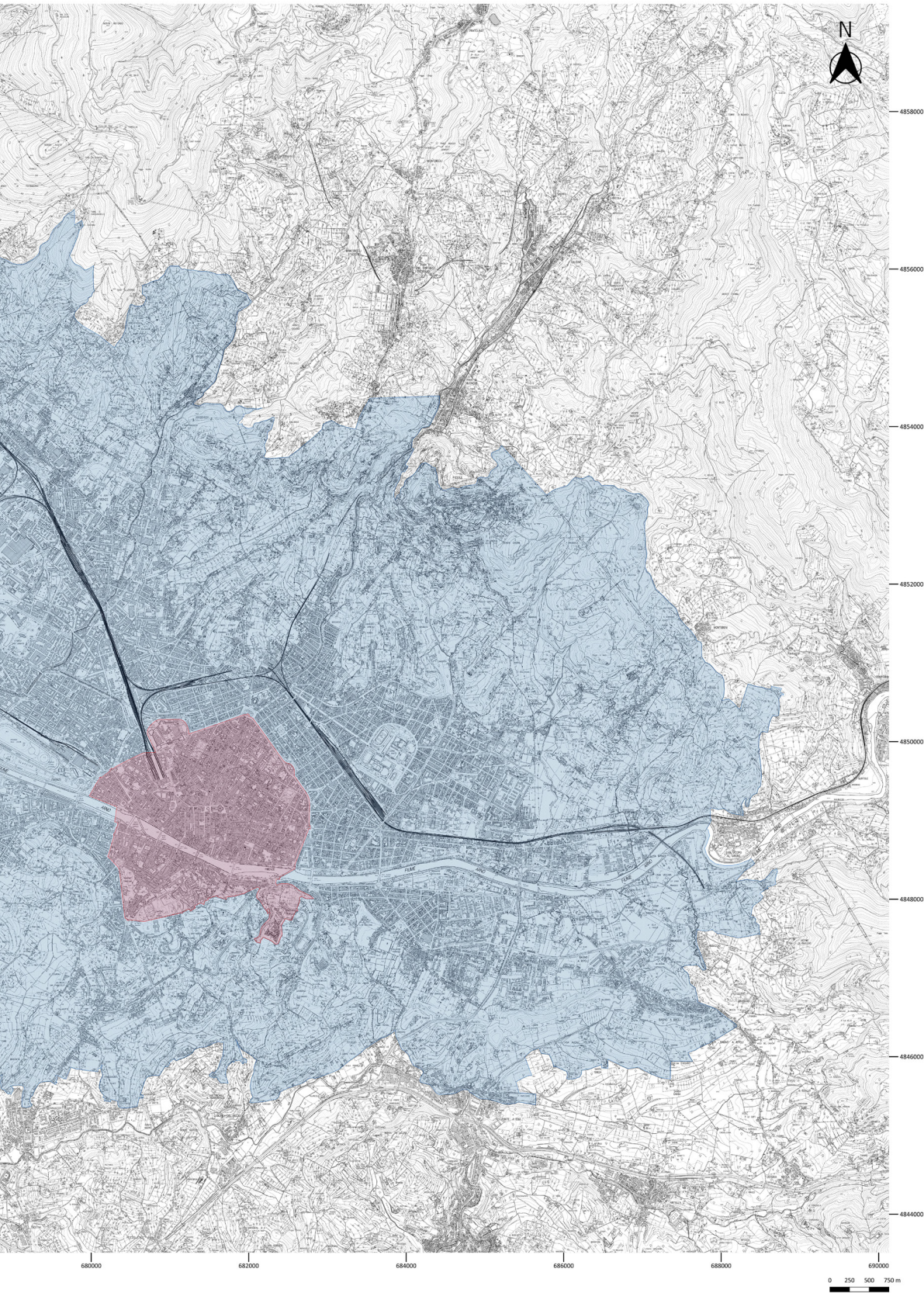
The Italian National Commission for UNESCO, established in 1950, is the body which acts as a liaison between UNESCO and the Italian Government in all matters concerning UNESCO. The purpose of the National Commission is to foster the promotion, collaboration, dissemination, consultation and execution of UNESCO programmes in Italy, and specifically to protect the name and use of the UNESCO acronym and emblem of and its programmes. The Youth Committee has been active since 2015.

3. Service II – UNESCO Office (MiC)

Service II – UNESCO Office of the Ministry of Culture (MiC), established in 2004, coordinates activities at the national level related to the implementation of the World Heritage Convention, such as: managing nominations of Italian sites/properties to the World Heritage List, coordinating and providing technical-scientific advice for the drafting of nomination dossiers for new sites and their relative Management Plans, and following the subsequent phases of the preliminary assessment; managing, through the Italian Permanent Delegation at UNESCO, relations with the World Heritage Centre; maintaining relations with its counterparts at the Ministries of Culture of other countries in order to determine common strategies in the implementation of the World Heritage Convention and to promote transnational candidatures; providing technical support to Site Managers for the drafting and implementation of Management Plans; coordinating monitoring activities, including the drafting of Periodic Reporting on the state of implementation of the World Heritage Convention in Italy; coordinating assessment activities and presenting documents which refer to potential/present risks reported by the World Heritage Centre concerning inscribed properties; promoting and performing scientific activities, research, training initiatives and events, such as Conferences, Seminars, Exhibitions, etc.; promoting Italian cooperation activities in third countries concerning the protection and conservation of listed sites/properties.

4. Association of Italian UNESCO World Heritage Sites

Non-profit association, founded in 1997, which brings together 51 members, including Municipalities, Provinces, Regions, Parks, Committees and Mountain Communities throughout Italy, which are officially involved in the management of UNESCO World Heritage sites in their territory. The aim of the Association is to build a collaboration with other cities and entities in order to support effective interventions for the promotion of their territories and of the properties which have been awarded UNESCO recognition. Among the activities carried out by the Association there is the organisation of initiatives, projects for the protection, the enhancement and promotion of the properties inscribed on the World Heritage and Intangible Heritage Lists.



IT 174
■ Iscrizione 1982
■ Inscription 1982

Historical Centre of Florence



LEGEND

- Area of the World Heritage Property
- Buffer zone of the World Heritage Property

Surface in hectares

Core Zone:
532 Ha

Buffer Zone:
10.453 Ha

Site coordinates

Latitude:
N43 46 23.016

Longitude:
E11 15 21.996

Scale:
1 : 20.000

2022

SR:
EPSG:32632-VGS84/UTM Zone 32 N

ANNEXE 3

In-depth analysis of the safeguarding and protection regulatory framework

Protection of Heritage at the international level

- 1964, ICOMOS - Venice Charter for the Restoration and Conservation of Monuments and Historic Sites;
- 1972, UNESCO - Convention Concerning the Protection of the World Cultural and Natural Heritage under which the adhering States assumed the obligation - art. 4 of the Convention - to ensure the identification, protection, preservation, enhancement and transmission to future generations of the cultural and natural heritage located on their territory, ratified by Italy through Law n. 184 of April 6, 1977;
- 1987, ICOMOS - Charter for the Conservation of Historic Towns and Urban Areas, known as the Washington Charter;
- 1994, Nara Document on Authenticity: provides a concrete basis for examining the authenticity of cultural heritage and establishes the practice of heritage preservation;
- 1999, Australia ICOMOS - Burra Charter: based on the Venice Charter, it establishes that conservation is an integral part of the management of cultural heritage and places of interest, as well as a permanent responsibility;
- 2000, European Council - European Landscape Convention: provides for the recognition and protection measures that Member States undertake to apply. It determines the policies, objectives, safeguarding actions and management related to the landscape, recognising its cultural, environmental, social and historical importance as a component of European heritage and as a fundamental element to ensure the quality of life of the population;
- 2002, UNESCO - Budapest Declaration on World Heritage: during its 26th session, the World Heritage Committee adopted the Budapest Declaration, which invites Member States to strengthen the initiatives for the protection of the World Cultural Heritage, encouraging the effective protection of the individual properties that are already inscribed (or whose inscription is hoped for) on the World Heritage List, in order to ensure a fair balance between conservation, sustainability and development of the sites, relevant from a cultural, as well as economic and social perspective;
- 2003, UNESCO - Convention for the Safeguarding of the Intangible Cultural Heritage: the main purpose of this Convention is to take necessary measures to ensure the safeguarding of intangible cultural heritage and integrate it into planning programmes.
- 2005, Council of Europe, Faro Convention: Promoting both individual and collective responsibility regarding cultural heritage, encouraging participation and the use of an integrated approach.
- 2005, UNESCO - Vienna Memorandum: In the determination of compatible actions within a World Heritage Site, the document recommends special attention to the historic urban landscape defined by characterising elements such as land uses and structures, spatial organisation, visual relationships, soil topography, vegetation and all infrastructural elements, including small-scale objects and construction details (sidewalks, paved streets, rainwater collecting systems, street lighting, etc.). Special attention is placed to the protection of city views, rooftop views, and major visual axes, which are considered integral elements of the identity of the historic urban landscape. The quality of the urban landscape must be managed with the perspective of raising its spatial and functional values; therefore, any insertion of contemporary architecture must be accompanied by studies assessing the visual and cultural impact (Capitani, Francini, 2009);
- 2011, UNESCO, Recommendation on the Historic Urban Landscape – HUL: adopted in November 2011 and approved in May 2012, paragraph 8 of the Recommendation defines the Historic Urban Landscape as the result of a historic layering of cultural and natural values and attributes, extending beyond the notion of “historic centre” or “ensemble” to include the broader urban context and its geographical setting. In ad-

dition, paragraph 9 states that it also includes practices, social and cultural values, economic processes, and intangible dimensions of heritage as related to diversity and identity. The document was updated in 2019;

- 2015, United Nations, Sustainable Development Goals of the 2030 Agenda: Intensify efforts for the protection and safeguarding of cultural and natural heritage.

Safeguarding of heritage at the national level

Art. 9 of the Constitution of the Italian Republic reads: “The Republic promotes the development of culture and scientific and technical research. It protects the landscape and the historical and artistic heritage of the Nation” (Italian Republic, 1947);

The Code of Cultural Heritage and Landscape, also known as “Urban Code”, issued through Legislative Decree n. 42 of 22 January, 2004, regulates all interventions on cultural heritage on behalf of the Ministry of Culture (2004).

Since 2004, the Code has been regularly updated, with the most recent amendment under Law n. 120 of September 11, 2020, introduced by Decree Law n. 76 of July 16, 2020.

Safeguarding of heritage at the regional level

Regional Tuscan Law n.26/2012

Art. 5 Procedure for proposals concerning the declaration of considerable public interest

1. The commission examines the initiative presented by the three entities indicated in art. 138 of legislative decree n. 42/2004, and within sixty days following the presentation of this initiative, having assessed the condition of considerable public interest, drafts the proposal of declaration of considerable public interest and transmits it to the competent regional structure.

Regional Tuscan Law n. 65/2014, Regulations for the government of the territory. (442) (Official Bulletin No. 53, part one, of 12.11.2014)

The Tuscan Regional Authority, reaffirming the importance of the Regional Landscape Commission, prescribes the implementation of a Co-planning Conference in case of the planning or sale of large infrastructures located within the World Heritage site, both cultural and environmental.

Territorial orientation plan valid as landscape plan, Resolution of the Regional Council n.37 of 27/03/2015

Art. 15 –Regulation of additional contexts

2. Territorial planning tools, acts of government of the territory, sector plans, management plans and interventions undertaken in World Heritage sites must pursue the following objectives:

- a. to enhance and maintain the landscapes and cultural heritage of the sites included in the UNESCO World Heritage List (WHL), through management policies which constitute examples of excellence regarding the values recognised from a perspective of Sustainable Development, safeguarding their aesthetic-perceptual, historical-cultural and landscape identity;
- b. to safeguard the settlement heritage of historical-cultural, testimonial and identity-related value and the landscape features of the territorial surroundings in their hydro-geo-morphological, eco-systemic, vegetation and settlement components, as well as their reciprocal functional and perceptive relations;
- c. to ensure the recognition, knowledge and permanence of local identities that reinforce the authenticity and identity value of Sites.

3. Territorial entities and public subjects, each according to its own competence, shall determine through their planning tools, acts of government of the territory and sector plans, safeguarding and usage measures for World Heritage Sites, aimed at:

- a. identifying, recognising, protecting and enhancing the properties of Outstanding Universal Value represented by the ensemble of tangible and intangible elements that constitute the cultural and natural heritage included within the sites, as well as their documentary and identity-related image, and the collective memory of the territory;
- b. identifying the "territorial surroundings" intended as a space that is morphologically, functionally, historically and perceptually connected to the settlement heritage of the sites having historical-cultural, identity and testimonial value, consisting of historical hamlets, centres and fabrics, as well as architectural structures, also through boundary mapping;
- c. identifying the visual targets (backdrops, panoramas, skylines) that open up in the direction of the property, with particular reference to those related to panoramic routes (road and railway sections) and from panoramic viewpoints accessible to the public;
- d. protecting and enhancing the features that constitute the settlement heritage having historical-cultural, identity and testimonial value, and promoting actions aimed at its maintenance, recovery and enhancement.

Article 30 - Territorial planning regarding large commercial structures

- e. the protection of the landscape value of World Heritage sites, of the networks of historical use of the territory and of landscape assets referred to in Article 134 of the Code;

Protection of Heritage at the metropolitan level

Metropolitan City of Florence, Strategic Plan 2030 Metropolitan Renaissance, Approved through resolution DCM. n. 26 of 5.4.2017

The plan refers to the importance of the presence of the World Heritage site as an element which attracts

higher education schools and other cultural institutions. The safeguarding of heritage also has an impact on the landscape since it determines different strategies to promote the use of rural landscapes, the rehabilitation of fluvial and ecosystem contexts, and encourages energy transition and the development of circular economy through local production chains.

Protection of Heritage at the local level

The protection of the heritage of the Historic Centre of Florence, which is characterised by including attributes belonging to different types of ownership (private, religious, and public), and the safeguarding of its Outstanding Universal Value, are both provided by different instruments. The Historic Centre of Florence established a Management Plan in 2006, which determines that the Municipality of Florence is the entity in charge of the UNESCO World Heritage Site. The Management Plan operates for the protection and preservation of the urban fabric and to maintain and increase the relationships between traditional socio-economic activities and the cultural heritage of the city. Florence has also implemented an urban planning tool, the Structural Plan, introduced by the Regional Law on the government of the territory. Together with the Urban Planning Regulations, the Structural Plan replaces the General Regulatory Plan which already identified the Historic Centre of Florence as an area of cultural and environmental interest in which only conservative and restorative interventions are permitted.

Structural Plan of 2010 and the approved technical documents of the 2014 variant to the Plan include strategic planning choices, which are valid and effective in term of the safeguarding the site, identifying strategies and in-

novations for the future and providing actions for improving conditions for residents and tourists, as well as initiatives to increase awareness of the Historic Centre of Florence as a UNESCO World Heritage site. It is complemented by building a code that regulates interventions in the Historic Centre (UNESCO World Heritage Committee, 2014; Municipality of Florence, 2004).

Urban Planning Regulation, approved on 02/04/2015 through Resolution n. 2015/C/00025 of 02.04.2015 by the Municipal Council, which also approved the variant to the Structural Plan (Regional Law 1/2005, art. 17).

The drafting of the Urban Regulations – which included an open consultation process which took place during the development of the Structural Plan – made it possible to focus on certain elements of knowledge that have partially changed the scenario of reference. All this led to the drafting of the variant of the Structural Plan, including the insertion of new forms of protection such as the Panoramic Viewpoints. As part of the in-depth studies for determining the Buffer Zone of the Historic Centre, the Municipal Administration produced a document which identifies the most significant viewpoints for the protection of the Historic Centre. The choice of the Viewpoints and of the corresponding visual axes is aimed at establishing control of the skyline, so as to protect the views to and from the Historic Centre as a UNESCO World Heritage site.

Considered to be important references for the control of some of the transformations envisaged, the viewpoints and their corresponding visual axes (n.18) situated on the northern and southern hills of the Municipality of Florence, are reported in Table 3 "Protection" of the Structural Plan, which replaces that of the Structural Plan of 2010. The Urban Planning Regulations, on the other hand, draw attention to those interventions in which any modifications envisaged must be subject to the verification of possible interferences with the views from the designated viewpoints in order to protect the Core Zone of the World Heritage Site.

The transformation regulations of the Urban Regulations manage any modifications to the existing built heritage and determine the five-year planning of public works (mobility infrastructures, standards). Any action aimed at changing the original intended use of a particular asset through restoration and rehabilitation, building renovation (including demolition and reconstruction), urban restructuring or new construction actions is defined as a transformation. The AT, ATt, ATa standard sheets (Part 5 of the NTA) collect and regulate the transformations contemplated for the five-year period 2015/2020; the relative surface area divided by destination of use is taken from the dimensioning of the Structural Plan, while the five-year planning of public works is included in the ATs standard sheets (Part 5 of the NTA). Within these standard sheets, the transformation areas located within the World Heritage site (AT, ATs) contemplate specific intervention provisions aimed at protecting the historical urban landscape and at assessing impact factors related to the various destinations, such as: discomfort/disturbance factors that may affect the conditions of liveability, as well as elements that impoverish the urban image (Municipality of Florence, 2015b).

2019 VARIANT: 02/12/2019 - *Medium-term variant to the Structural Plan and to the Urban Planning Regulations.*

2.1 Adoption through simplified procedure, art. 30 et seq. LR 65/2014

"The introduction of new forms of protection in the areas identified as 'Core Zone' and 'Buffer Zone' of the Historic Centre of Florence, Unesco heritage, with specific regulations which safeguard the Outstanding Universal Value of the site and protect the views to and from the Historic Centre".

ANNEXE 4

Sustainability Manifesto for the historic Centre of Florence

Strategic Environmental Assessment (SEA) Environmental Report

adopted at the same time as the Urban Regulations through Resolution n. 2014/C/00013 of 25.03.2014. Provided for and governed by Regional Law 10/2010, it serves as an additional protection element. SEA is a process that regards plans and programmes which could have a significant impact on the environment and on cultural heritage, and as such is carried out so that, through the effective and coherent integration of environmental considerations, these may contribute to promoting the sustainability of territorial development. (Municipality of Florence, 2014).

Municipality of Florence Building Regulations

Approved in July 2019, it regulates all building activities, and is aimed at the protection and re-qualification of the urban organism, as well as at maintaining and improving the conditions of liveability, health and decorum in the city. In particular, Section III of the document - PROVISIONS FOR URBAN QUALITY, BUILDING AND FUNCTIONAL PRESCRIPTIONS: in Chapter V the regulations pertaining to urban decorum and the protection of the urban image; in Chapters II to IV, references to municipal provisions on Public Spaces and Services, Public Green Areas, Environmental Protection, Infrastructure, Services and Technological Networks, contained in the Urban Regulations approved in accordance with Regional Law L. R. 1/2005, or in the municipal regulations of the sector - contribute to determining some specific prescriptions concerning work on the exterior of buildings, with particular reference to those facing the street or public spaces -, or those for public use - which play an important role in the definition of the urban image of the city (Municipality of Florence, 2015d).

BUILDING REGULATIONS Municipality of Florence, Agreement between State and Regions of 20 October 2016, Resolution of the Tuscan Regional Council G.R.T. 524/2018 Resolution of the Municipal Council C. C. 2019/C/00014 of 11.03.2019.

Sector Plan concerning Commerce on Private Areas in fixed premises and municipal regulations in force since 2013. The Plan expressly provides for Title 3, devoted to the protection of the Historic Centre, which lists in detail a series of prohibitions concerning various types of commercial activities declared incompatible within the World Heritage area, with even more precise specifications for Via Tornabuoni and Ponte Vecchio, as determined by art. 23 of the Urban Planning Regulations (Municipality of Florence, 2013).

Operative Plan for the Municipality of Florence

The Urban Planning Regulation expired in 2020, and therefore the Urban Planning Department of the Municipality of Florence, in collaboration with the Department of Architecture of the University of Florence (DIDA), began the drafting of the Operational Plan (tool that will replace the UR), in order to identify useful tools for the management of the World Heritage site.

Superordinate restrictions

Charter of restrictions, General Directorate for Education Policies, Cultural Assets and Activities of the Tuscan Regional Authority - 2004 Map of areas subject to archaeological protection and enhancement within the Municipality of Florence, Superintendency of Archaeology, Fine Arts and Landscape of the Tuscan Regional Authority, Municipality of Florence - 2006.

Restrictions regarding the landscape and environmental assets of the Florentine territory placed under Consolidated Act 490/99 - Municipality of Florence, Urban Planning Department - F. Ventura - 2004.

Superordinate restrictions - Municipality of Florence, Urban Planning Department - 2007.

Table 3 Protections - Variant to Sector Plan PS 2010, Approval through Resolution of the Municipal Council C.C. n. 2015/C/00025 of 02/04/2015.

This Manifesto was developed taking the *Edinburgh World Heritage Climate Emergency Manifesto* as a model. The points presented, divided into themes, aim to incorporate the principles of sustainability that the city should pursue and to identify objectives and lines of action to guide the Sustainable Development of the World Heritage site and its context.

Education and Involvement

1. Promote awareness-raising programmes in schools and among the younger population, aimed at the understanding of anthropic impacts on the ecosystem, their effects on individuals and on the cultural and natural heritage.
2. Local communities and residents must be supported in their active role for identifying solutions for addressing climate change challenges.

Research and Training

3. It is essential to promote research through groups of experts and academics, strategic partnerships, and an ongoing dialogue with UNESCO's Advisory Bodies, professionals, and local authorities.
4. The Florence World Heritage and Relations with UNESCO Office updates and promotes training of other Offices and Municipal Departments through workshops and awareness-raising campaigns on climate change and the sustainable management of the cultural and natural heritage.
5. It is hoped that comprehensive research will be conducted on topics such as the identification of risk factors, impacts on heritage, possible preventive and mitigative measures and, finally, on the socio-economic consequences of climate change.

Projects

6. Individual well-being and the balance of the eco-system are interconnected: projects are promoted which aim at generating individual and collective well-being through the care of green areas as well as initiatives for creating an urban circular city.
7. Territorial planning centred on the enhancement of waterways and the agricultural, rural and hilly landscape of the city is encouraged. This allows the preservation of the city's identity, strengthening the links between the Historic Centre and its surrounding landscape, as well as creating new social, economic and cultural values.
8. A commitment is made to use tools and procedures, such as Heritage Impact Assessments, to guide urban development and the implementation of heritage safeguarding and preservation policies in light of climate change.
9. In order to increase prevention and mitigation of risks related to climate change and natural disasters, the dialogue with river and basin authorities throughout the region is encouraged, as well as the strengthening of collaboration with the Civil Protection Service.

Territorial Policies

10. It is important to encourage the implementation of sustainable tourism policies, analysing tourist supply and demand, and managing them based upon the carrying capacity of the World Heritage site. Knowledge of the programmes of World Tourism Organization (UNWTO) should be increased
11. It is essential to commit to reducing carbon emissions in various urban sectors. In particular, a commitment exists to develop a more sustainable mobility system, as well as to implement energy efficiency measures in historic buildings so as to contribute to this aim.

ANNEXE 5

Glossary

A

ADVISORY BODIES

International non-governmental or intergovernmental organisations appointed by the Convention with the purpose of advising and directing the World Heritage Committee in its decisions and measures.

ICCROM – International Centre for the Study of the Preservation and Restoration of Cultural Property. Inter-governmental organisation established in Rome, Italy, in 1956 to strengthen and promote the preservation of cultural heritage, in all its forms, through research, documentation, training activities and technical assistance. Its primary function is to provide the tools, knowledge and skills to support States Parties in preserving their heritage, thereby contributing to the environmental, social and economic sustainability of communities.

ICOMOS – International Council on Monuments and Sites. International non-governmental organisation founded in 1965 with international headquarters in Paris, France, which provides assessment to the Committee on cultural and mixed properties proposed for inscription on the World Heritage List. In the case of the assessment of cultural landscapes, the organisation, which is the main reference for this category of properties, is assisted by IUCN.

IUCN – International Union for the Conservation of Nature. Non-governmental organisation founded in 1948 with headquarters in Gland, Switzerland, which provides the Committee with technical assessments concerning both natural and mixed heritage sites and reports on the State of Conservation of listed properties through its worldwide network of specialists. (<https://whc.unesco.org/en/advisorybodies/>).

ATTRIBUTES

Elements, processes, or features of a site – both tangible and intangible – that are associated with it or express its OUV (UNESCO, 2011a). Generally understood as those aspects which substantiate and highlight the Outstanding Universal Value of the site and are essential to understand its authenticity and integrity. Therefore, attributes must be placed at the centre of the site's protection, preservation and management measures. Paragraph 82 of the OG indicates a non-exhaustive set of possible varieties of attributes, including:

- Form and design
- Material features
- Use and function, traditions and techniques
- Location and context
- Language and other forms of intangible heritage
- Emotional and spiritual aspects
- Other internal and external factors

AUTHENTICITY

Connection between the attributes and the OUV of a World Heritage site of either a cultural or mixed type. This is the condition that indicates whether the cultural values of the heritage are truthfully and credibly expressed through the attributes. The full concept of Authenticity can be found in Paragraph 79-86 of the OG; a detailed definition is given in the Nara Document on Authenticity (ICOMOS, 1994).

B

BUFFER ZONE

Buffer area surrounding the Core Zone. This perimeter provides an additional level of protection to the World Heritage site and is aimed at ensuring the preservation of the immediate backdrop, main views, and other structural and functional features of the site.

C

CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE

International treaty adopted on November 16, 1972 during the 17th session of the UNESCO General Conference. It is a legally binding instrument that provides an inter-governmental framework for international cooperation, as well as to identify, protect and conserve World Cultural and Natural Heritage. It provides for the adoption of the World Heritage List, in which properties possessing Outstanding Universal Value considered unique and irreplaceable are to be inscribed (<http://whc.unesco.org/en/convention/>).

CORE ZONE

Term used to indicate the area of the World Heritage site whose boundaries were determined at the moment of the inscription on the List and formally recognised by the World Heritage Centre as an area possessing Outstanding Universal Value.

CRITERIA

Necessary requirement (together with Authenticity, Integrity, Protection and Management) for the inclusion of a site on the World Heritage List. The site must meet at least one of the 10 criteria specified in paragraph 77 of the OG:

1. to represent a masterpiece of human creative genius;
2. to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;
3. to bear a unique or at least exceptional testimony to a cultural tradition or to a civilisation which is living or which has disappeared;
4. to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;
5. to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change;
6. to be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance;
7. to contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;
8. to be outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features;
9. to be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;
10. to contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.

E

ENVIRONMENTAL IMPACT ASSESSMENT (EIA)

A responsive and decisive process, legally binding in more than 100 countries around the world, which is undertaken for the identification, anticipation and mitigation of the negative impacts of interventions during the design phase.

F**FACTORS AFFECTING THE PROPERTY**

List of threats affecting the OUV of the World Heritage site, adopted in 2008 by the World Heritage Committee with the main purpose of contributing to the compilation of the Periodic Reporting and the State of Conservation report. It consists of 14 primary risk factors and secondary factors. The complete list of factors is available at: <https://whc.unesco.org/en/factors/>.

G**GUIDANCE ON HERITAGE IMPACT ASSESSMENTS FOR CULTURAL WORLD HERITAGE PROPERTIES**

The Guidance, produced by ICOMOS, establishes a methodology to enable World Heritage cultural sites to assess the effect of transformations on the attributes that confer OUV in a systematic and consistent manner. The contents of the assessment include:

- the context of the site;
- tools, resources, and skills needed for site planning and management;
- identification of the scope of work to be undertaken;
- ways to characterise the heritage resource and define the qualities that confer OUV;
- drafting of a scoping report following the consultation phases;
- description of the transformation;
- assessment of the extent of effects and impacts;
- mitigation measures to be implemented.

H**HELSINKI ACTION PLAN FOR EUROPE**

Plan developed by the *Focal Points* of the Europe Region with the support of the World Heritage Centre in order to respond to the needs of European sites that emerged during the Second Cycle of the Periodic Reporting. The Plan can be used by the States Parties to improve the implementation of the Convention and ensure a better protection, management and promotion of World Heritage sites located in Europe. The Plan is available at the following link: <https://whc.unesco.org/document/137743>. The results of the first *Helsinki Action Plan Monitoring Survey* were presented in 2016: (<https://whc.unesco.org/document/158656>).

HERITAGE IMPACT ASSESSMENT (HIA)

Methodology for monitoring and measuring the impacts of changes and transformations on the OUV of World Heritage sites. The process is based on the *Guidance on Heritage Impact Assessments for Cultural World Heritage Properties*, developed by ICOMOS in 2011 and currently being updated. It is an efficient tool to:

- identify the potential impacts of development actions/projects on OUVs and attributes (both existing and potential) of World Heritage sites;
- assess these impacts in a systematic and consistent manner;
- assist in limiting adverse impacts through the proposal and possible implementation of mitigation measures.

HISTORIC URBAN LANDSCAPE

Approach focused on the quality of the human environment and aimed at enhancing the productive and sustainable use of urban spaces fostering a balanced and sustainable relationship between the urban and natural environment and the intangible heritage. The *Recommendation on the Historic Urban Landscape* (UNESCO, 2011) defines the concept of HUL, and considers an urban area as “the result of a historical layering of cultural and natural values and attributes, which includes the wider urban context and its geographical setting. This wider context includes notably the site’s topography, geomorphology, hydrology and natural features, its built environment, both historic and contemporary, its infrastructures above and below ground, its open spaces and gardens, its land use patterns and spatial organization, perceptions and visual relationships, as well as all other elements of the urban structure. It also includes social and cultural practices and values, economic processes and the intangible dimensions of heritage as related to diversity and identity” (UNESCO, 2011).

I**IMPACT ASSESSMENT (IA)**

Methodology first introduced in the United States in 1970 under the National Environmental Policy Act (NEPA). Its purpose is to assess and analyse the implications of actions, both proposed and underway, in different areas (cultural, environmental, social, health, etc.), and can therefore be used to modify or halt any said proposed actions/projects. Its application promotes transparency in decision-making processes and public participation; it helps to identify procedures and methods for monitoring negative impacts, thus contributing to the Sustainable Development of the area under analysis (<https://www.iaia.org/wiki-details.php?ID=4>).

INTEGRITY

Condition which indicates the wholeness and intactness of the cultural and/or natural heritage and its attributes necessary to confer the OUV and that measures the absence of threats. The concept of Integrity is defined in paragraphs 87-95 of the OG.

L**LAW 77/2006 “Special measures for the protection and use of Italian sites and elements of cultural, landscape and environmental interest, inscribed on the ‘World Heritage List’, placed under the protection of UNESCO”**

This law provides funding to support activities for the enhancement, communication and use of the sites in question. Issued on February 20, 2006, it establishes for the first time in regulatory terms that interventions on UNESCO World Heritage sites have priority, being unique sites representing the excellence of Italy’s cultural, landscape and natural heritage at an international level (<https://www.unesco.beniculturali.it/normativa/>).

LIST OF WORLD HERITAGE IN DANGER

Provided for and defined by Article 11.4 of the *World Heritage Convention*, it lists the sites that, based upon the *Report on the State of Conservation*, are declared by the Committee to be in danger in terms of a possible loss or deterioration of the OUV. Paragraphs 177 through 198 of the OG provide guidelines and criteria for the inclusion of sites on the World Heritage List in Danger. Currently, 52 sites have been placed on this List due to heavy threats of various kinds. If the States Parties to which the sites in question belong fail to provide mitigation measures for the threats and if there is evidence of severe alteration/damage to the OUV, the sites could be permanently removed from the World Heritage List, as has occurred with the sites of Dresden Elbe Valley (Germany), the Arabian Oryx Sanctuary (Oman), and the Liverpool Maritime Mercantile City (United Kingdom).

M MANAGEMENT PLAN

The UNESCO World Heritage Centre, through its *Operational Guidelines*, recommends that each World Heritage site should have an adequate Management Plan (MP) that specifies how the Outstanding Universal Value is preserved, enhanced and communicated. The MP therefore analyses, through the involvement of various actors and stakeholders, the forces of change and the transformations that are taking place in the World Heritage site in question from a cultural, environmental and socio-economic point of view, and identifies short and long term objectives, as well as threats and strategic actions to be undertaken.

MITIGATION MEASURES/STRATEGIES

Measures implemented in order to avoid, reduce, or compensate for possible adverse effects of a development project or action; may be general or site-specific. Thus, mitigation measures are defined as those measures necessary to be applied before, during, and after development of a project.

MUNICIPAL OPERATIONAL PLAN

The Municipal Operational Plan is the tool that determines and regulates the safeguarding, enhancement, organisation and transformation interventions in the area to be implemented in a five-year period, in accordance with the provisions of Article 95 of Regional Law n. 65/2014.

O OPERATIONAL GUIDELINES FOR THE IMPLEMENTATION OF THE WORLD HERITAGE CONVENTION (LAST VERSION UPDATED TO 2019)

The guidelines are a useful tool to understand and implement the World Heritage Convention. They indicate the criteria and procedures for:

- the inclusion of a property on the *World Heritage List* or on the *World Heritage List in Danger*;
- the protection and preservation of World Heritage sites;
- requesting international assistance from the *World Heritage Fund*;
- mobilising national and international support for the Convention

The OG, first drafted in 1977, are periodically updated with new concepts, knowledge or experiences, as well as with the resolutions taken by the Committee. The text currently in force (updated in 2019) is available at the following link: <http://whc.unesco.org/en/guidelines/>.

OUTSTANDING UNIVERSAL VALUE (OUV)

Cultural and/or natural significance that is so exceptional that it transcends national boundaries and is of common importance to present and future generations of humanity as a whole (paragraph 49 of the OG). The Outstanding Universal Value derives in the permanent protection of this heritage considered as being of the utmost importance to the international community as a whole. The properties deemed to hold Outstanding Universal Value can be included in the World Heritage List if:

- they satisfy one or more *Selection Criteria*;
- they respect the conditions of *Integrity and Authenticity*;
- they have an adequate *Protection and Management System* to ensure their safeguarding.

P PERIODIC REPORTING

Monitoring tool through which the States Parties are invited, every six years, to send a report to the World Heritage Committee, in the form of an online questionnaire, indicating the respect and implementation of the Convention at the national level (Section I) and the State of Conservation and management of each site (Section II). The main objective of the Periodic Reporting is to:

- present an assessment on the application of the Convention;
- verify the permanence of the value (OUV) for which a site has been included in the *World Heritage List*;
- provide updated information on World Heritage sites regarding their State of Conservation and any changes;
- provide a tool for cooperation and for the exchange of information and experiences among States Parties concerning the implementation of the Convention.

The compilation of the Periodic Reporting is carried out by geographic areas in order to make the process easier. In the case of Europe, the first cycle of the Periodic Reporting was established from 2001 to 2006, the second cycle began in 2012 and ended in 2014, and the third cycle will take place in during the period 2022-2024 (<https://whc.unesco.org/en/periodic-reporting/>).

PRELIMINARY ASSESSMENT MODEL

Experimental model developed by HeRe_Lab – Heritage Research in 2019 based upon the *Guidance on Heritage Impact Assessment for World Heritage Properties* (ICOMOS, 2011). Created *ad hoc* for the Historic Centre of Florence, its purpose is to assess in an expedite manner all possible impacts of development projects within the World Heritage site and its Buffer Zone, as well as to reduce negative effects through recommendations and mitigating measures.

S SITE MANAGER

Professional directly responsible for the preservation and management of a World Heritage property.

STATE OF CONSERVATION REPORT (SOC)

It is the result of the Reactive Monitoring and Periodic Reporting processes. Reports on the State of Conservation of monitored sites are examined annually by the World Heritage Committee. Since 1979, more than 4050 reports on nearly 600 listed sites have been compiled, analysed, collected, digitised, and made available online (<https://whc.unesco.org/en/soc/>). Documentation is essential for understanding and monitoring the various conservation issues connected to the sites.

STATEMENT OF OUTSTANDING UNIVERSAL VALUE

Reference document concerning the protection and management of the site, in which the reasons for the inclusion of the property on the World Heritage List are outlined. It is the official declaration adopted by the World Heritage Committee at the time of the inscription of a site on the World Heritage List, which can be subsequently updated by the Committee itself through consultation with the State Party and revised by the Advisory Bodies. The requirement to structure the Statement, introduced by the OG in 2005, came into effect in 2007. The Statement, as specified in item 155 of the OG, must include:

- *Brief description* of the site;
- *Summary* of the decision of the World Heritage Committee for which the site was considered as having Outstanding Universal Value;
- Justification of the *Selection Criteria* for which the site was inscribed, with examples of attributes or key aspects that contribute to the OUV of the site;
- Assessment of the conditions of *Integrity* and, for cultural and mixed sites only, of *Authenticity*;
- Statement of the existing *Heritage Protection and Management System* and of the actions contemplated.

STATES PARTIES

Countries which ratified the 1972 World Heritage Convention and agreed to identify and nominate potential sites located in their territories for inclusion in the World Heritage List. In case of inclusion, the States Parties are required to provide for the protection and monitoring of their sites and to periodically communicate the State of Conservation to the World Heritage Committee.

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Strategic, proactive and preventive process for identifying and assessing any significant environmental effects of policies, plans and programmes during the decision-making phase.

STRUCTURAL PLAN

The Structural Plan (SP) is a municipal planning tool established by Tuscan Regional Law n. 65/2014, which outlines the structural and strategic choices for governing its own territory.

The Structural Plan is developed with the purpose of knowing and recognising the current state of the territory through an assessment of the environmental, social, economic, cultural and landscape elements that compose it. It also serves to identify, protect and enhance the elements that characterise the municipal territory and to make strategic choices, guided by principles of environmental and territorial sustainability.

SUSTAINABLE DEVELOPMENT GOALS

Approved together with the 2030 Agenda for Sustainable Development in September 2015 by the representatives of 193 countries that met at the United Nations General Assembly. On the basis of the 8 Millennium Development Goals (<https://www.un.org/millenniumgoals/>), Member States commit to 17 Sustainable Development Goals (SDGs) by 2030, organised into 169 targets, aimed at improving the living conditions of millions of people around the world. Sustainable Development is identified as development that meets the requirements of the present without compromising the possibility for future generations to meet their own needs. To achieve Sustainable Development, it is important to harmonise three fundamental elements: economic growth, social inclusion and environmental protection (<https://sustainabledevelopment.un.org/?menu=1300>).

The 17 Objectives are articulated as follows:

- Objective 1: End poverty in all its forms everywhere
- Objective 2: End hunger, achieve food security, improve nutrition and promote sustainable agriculture

- Objective 3: Ensure healthy lives and promote well-being for all at all ages
- Objective 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Objective 5: Achieve gender equality and empower all women and girls
- Objective 6: Ensure availability and sustainable management of water and sanitation for all
- Objective 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Objective 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Objective 9: Build resilient infrastructure, promoting inclusive and sustainable industrialisation and foster innovation
- Objective 10: Reduce inequality within and among countries
- Objective 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- Objective 12: Ensure sustainable consumption and production patterns
- Objective 13: Take urgent action to combat climate change and its impacts
- Objective 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Objective 15: Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss
- Objective 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
- Objective 17: Strengthen the means of implementation and revitalising the global partnership for sustainable development.

T

TRANSFORMATION AREAS

Areas "subjected to strategic regeneration. These are divided into 4 types [...]:

1. AT transformation areas consisting of buildings with a Gross Useful Surface (SUL) > 2,000 square metres that, through restoration, rehabilitation, building renovation, new construction after demolition or urban restructuring, change their original intended use and / or configuration;
2. ATt transformation areas that identify situations of decay consisting of disused buildings whose condition favours a transfer of SUL;
3. ATa transformation areas that identify situations in areas that are already urbanised and are able to accommodate a transferred SUL;
4. ATs transformation areas for public spaces and services, as well as mobility infrastructures" (Urban Planning Regulations, 2015, NTA volume 1, art. 16).

U

UNESCO WORLD HERITAGE CENTRE

Established in 1992, the UNESCO World Heritage Centre, with headquarters at 7 Place de Fontenoy, in Paris, France, coordinates all UNESCO activities regarding World Heritage. It is responsible, first and foremost, of managing and implementing the 1972 World Heritage Convention, organising the annual sessions of the World Heritage Committee, as well as of communication and educational activities for civil society and stakeholders, on World Heritage matters. The Centre operates through regional areas of competence (Africa, Arab States, Asia and the Pacific, Europe and North America, Latin America and the Caribbean) and transverse topics. The Centre's website (<https://whc.unesco.org/>) offers a great deal of information and documentation useful to the general public and especially to managers of properties and sites.

ANNEXE 6

Bibliography

URBAN PLANNING REGULATIONS (UR)

Urban Planning Regulations are a territorial governance act through which urban planning activities (together with building activities) are regulated within a municipality. Urban Planning Regulations make it possible to implement the planning choices and guidelines included in the Structural Plan; moreover, they indicate which areas and which buildings must be transformed, completed or placed under protection. (Introduced under Tuscan Regional Law LRT 01/05, superseding the General Regulatory Plan introduced with the National Urban Planning Law 1150/1942).

W

WORLD HERITAGE COMMITTEE

Inter-governmental committee consisting of 21 States Parties to the Convention, whose representatives are elected by rotation by the General Assembly. The Committee meets annually for the purpose of:

- implementing the World Heritage Convention;
- determining the use of the World Heritage Fund;
- granting financial assistance to requesting States Parties;
- deciding on the inscription of a site to the World Heritage List;
- examine reports on the State of Conservation of listed sites;
- requesting appropriate interventions and actions from States Parties for inadequately managed sites;
- deciding on the inclusion of a site in the World Heritage List in Danger or its removal.

The current composition of the Committee, approved by the 23rd General Assembly of the States Parties to the World Heritage Convention from November 24-26, 2021, is the following:

Argentina, Belgium, Bulgaria, Egypt, Ethiopia, Greece, India, Italy, Japan, Mali, Mexico, Nigeria, Oman, Qatar, Russian Federation, Rwanda, Saint Vincent and the Grenadines, Saudi Arabia, South Africa, Thailand, and Zambia. (<https://whc.unesco.org/en/committee/>).

WORLD HERITAGE LIST

Provided for and defined by Article 11.2 of the *World Heritage Convention*, it lists the sites - cultural, natural or mixed - possessing Outstanding Universal Value which fulfil the requirements of the *Convention*. At the time of the 44th session of the World Heritage Committee held in Fuzhou, the sites included in the *List* total 1154. The list is continuously updated (<https://whc.unesco.org/en/list/>).

WORLD HERITAGE SITE

Cultural, natural or mixed sites defined in accordance with Articles 1 and 2 of the 1972 World Heritage Convention considered as possessing Outstanding Universal Value, which meet one or more of the selection criteria (i)-(x) as specified in the OG. As unique properties with international value, established at the moment of inscription on the World Heritage List, they must be protected, preserved and enhanced through all available means. World Heritage properties are categorised into cultural heritage, natural heritage, mixed sites, and cultural landscapes.

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