

# Preliminary Document for the Management and Sustainability Plan 2021

FLORENCE WORLD HERITAGE

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## Credits

Carlo Francini

Head of the Florence World Heritage and relations with UNESCO

Co-director of HeRe Lab, co-joint lab of the Municipality of Florence and the University of Florence

Chiara Bocchio

HeRe Lab, co-joint lab of the Municipality of Florence and the University of Florence

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## Introduction to the Preliminary Document

The Historic Centre of Florence was inscribed in the UNESCO World Heritage List in 1982.

Browsing through the criteria that determine the Outstanding Universal Value of Florence, we find an endless list of palaces, churches and monuments.

Imagining having to inscribe the Historic Centre of Florence once again in the World Heritage List, the proposal would almost certainly would be different, even considering the same criteria, and the theme of the natural heritage, of the landscape and gardens would emerge more clearly.

Over the past few years we have been working precisely on updating the Outstanding Universal Value of Florence, finding new interpretative keys for this heritage and defining with greater precision those attributes of the said Outstanding Universal Value which forty years ago, when the Historic Centre of Florence was inscribed in the World Heritage List, had not yet been defined.

Attributes of value such as the gardens of Florence, places which not only give us the possibility to create networks and itineraries within the historic centre or to implement pathways and relationships between centre, suburbs and minor historical centres, but also to strongly relate and link the two World Heritage sites: the Historic Centre of Florence and the Medici Villas and Gardens in Tuscany.

It is in this context that the UNESCO *Recommendation on the Historic Urban Landscape* (HUL) of 2011 is introduced, a vision that intends consolidating the presence of culture and heritage in urban policies, with the ambition of putting at the centre of the city its historical, cultural, environmental and social identity in a dynamic context, not only prescriptive and conservative, but also aimed at enhancing its uniqueness and universality.

The **HUL Recommendation** is one of the many documents taken as a starting point for the determination of strategic aims in the future Management Plan for the Historic Centre of Florence. In addition to the HUL Recommendation, the Management Plan for 2021 will create strong synergies with the Goals and Targets of the **Agenda 2030 for Sustainable Development**; with the Actions of the Helsinki Action Plan for Europe, an Action Plan which identifies actions for enhancing the protection, management and promotion of World Heritage in Europe; with the Recommendations specified in the **UNESCO/ICOMOS Advisory Mission** held in Florence in 2017 which assessed numerous urban infrastructure projects; with the **Methodology for the elaboration of the Management Plans for Urban World Heritage Sites**, developed as part of the AtlaS World Heritage project for the development of Management and Sustainability Plans for urban World Heritage sites; with the **Mayor's Term Programme**; the **Operative Plan**, future tool for governing the territory; and lastly with the new project **Rinascere Firenze**, which originated as a result of the COVID-19 pandemic with the purpose of fostering the socio-economic recovery of the city of Florence.

The drafting of the Management Plan for a World Heritage site is a fundamental action for a proper and efficient management of the Outstanding Universal Value, a condition which led to the inscription of the site in the World Heritage List.

This document is configured as a starting point for the forthcoming drafting of the Management Plan for the World Heritage site "Historic Centre of Florence".

After a description of the main features of the site and of its governance, the Preliminary Document analyses the management tools used so far for the management of the World Heritage site, as well as the peculiarities of the new Management Plan for 2021. In particular, great attention has been given to the analysis of the guiding documents, both from a local and an international perspective.

Carlo Francini

Head of the Florence World Heritage and relations with UNESCO Office of the Municipality of Florence  
Site manager of the "Historic Centre of Florence", World Heritage site



# Statement of Outstanding Universal Value for the Historic Centre of Florence, World Heritage site n.174



The Historic Centre of Florence was inscribed in the World Heritage List in 1982, during the sixth session of the UNESCO World Heritage Committee.

The hundred and seventh inscribed in the List, the Historic Centre of Florence fulfils the fundamental conditions for being considered as a site of Outstanding Universal Value<sup>1</sup>:

- to include at least one of the ten World Heritage selection criteria;
- to be a whole and authentic site and
- to possess an adequate Protection and Management system.

Following is the Statement Outstanding Universal Value<sup>2</sup> of the Historic Centre of Florence, which includes a brief summary of the inscribed site, the conditions of Integrity and Authenticity and the Protection and Management System:

## Brief synthesis

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

### 1 Outstanding Universal Value (OUV)

Outstanding Universal Value is that cultural and/or natural significance which is so outstanding that it transcends national boundaries and is of shared importance for the present and future generations of all mankind. OUV represents the motivation for which every asset/site has been inscribed in the World Heritage List.

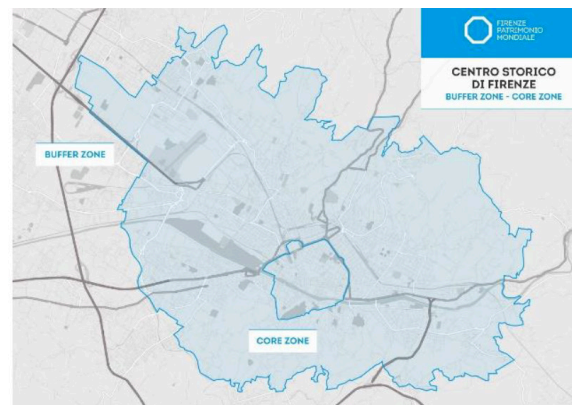
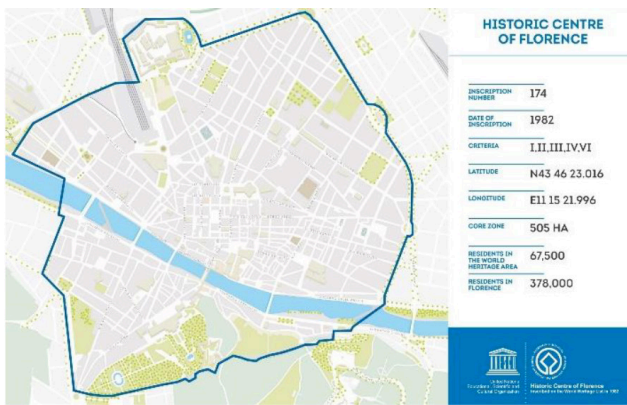
In order for an asset to be considered as having Outstanding Universal Value, it must:

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

### 2 Statement of Outstanding Universal Value

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

period (between the 15th and the 16th centuries), reaching **extraordinary levels of economic and cultural development**. The present historic centre covers 505 ha and is bounded by the remains of the city’s 14th-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 evident 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. (UNESCO World Heritage Committee, 2014)



## 1. Entry criteria, applied to Florence

**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 Medicis, 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.

## 2. Condition of Integrity and Authenticity, applied to Florence

### 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. (UNESCO World Heritage Centre, 2014).

### 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. (UNESCO World Heritage Centre, 2014).

## 3. Protection and management requirements

The components of the property within its **505 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 historic 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).

## The System of Governance

In order to respond effectively to the requirements of the 1972<sup>3</sup> Convention, the World Heritage Centre determined in 2002 that the inclusion of new sites in the List must be necessarily subordinated to the preparation of Management Plans, instruments in which the guidelines for the management of the World Heritage site are identified. In 2004, this requirement was also established for sites already included in the list. As a result of this decision, local governments began to provide themselves with a valid tool for promoting heritage, as well as for protecting and monitoring it over time.

Thus, in 2004 the Ministry for Cultural Heritage and Activities and for Tourism decided to invest human and financial resources for accelerating the determination of the Management Plans for the Italian sites inscribed in the World Heritage List.

These provisions, together with the will to preserve and valorise the World Heritage site, led in February of 2005 to the creation within the Municipality of Florence of a specific entity, the “Firenze World Heritage and Relations with UNESCO Office” of the Municipality of Florence. The Office has been entrusted with the task of drafting and monitoring the Management Plan for the Historic Centre of Florence, World Heritage site.

In 2007, following the notification by the General Secretary of the Ministry for Cultural Heritage and Activities of 30 May, 2007, the Steering Committee for the Historic Centre of Florence was established, which currently includes:

- **Municipality of Florence**, Department of Culture and Sports;
- **Tuscan Region**, Department of Culture and Research;
- UNESCO Office of the **Ministry for Culture (MIC)**;
- Superintendence for Archaeology, Fine Arts and Landscape (MIC);
- Regional Secretariat for Tuscany (MIC);
- Regional Office for the Museums of Tuscany (MIC).

The Steering Committee has the task of updating and implementing the Management Plan; it is convened in case of specific situations that concern the World Heritage site, and recognises the Municipality of Florence as the entity responsible for the site.

For this reason, the human and economic resources for the activities connected to the management of the World Heritage site “Historic Centre of Florence”, are derived in great measure from the Municipality of Florence with the financial support from some State projects (through Law 77/2006 of MIC) or from certain foundations and authorities.

Over time, direct relationships have been consolidated with other institutions, such as the Tuscan Region or the peripheral administrations of the State, and in particular with the University of Florence, which led to the creation of a joint laboratory (HeRe Lab), which plays and will play a fundamental role in much of the research applied in the Management Plan.

In fact, for the development of projects and the updating of technical documents concerning the management of the World Heritage site, the “Florence World Heritage and Relations with UNESCO” Office of the Municipality of Florence relies on the support of:

- **HeRe Lab – Heritage Research**: : joint research laboratory of the “Florence World Heritage and Relations with UNESCO” Office of the Municipality of Florence and of the University of Florence, established in 2015 and aimed at the definition of plans, actions and projects for the sustainable development of the World Heritage site, with specific reference to the Management Plan;
- **MUS.E**: an in-house association of the Municipality of Florence, which is in charge of the enhancement of the Florentine Civic Museums, and organises cultural projects, exhibitions, workshops and events (for example centennials) which foster the use and enjoyment of Art and Heritage.

### 3 Convention for the Protection of the World Cultural and Natural Heritage

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

## The Management Plan

The articles 108 and 109 of the Operational Guidelines for the Implementation of the World Heritage Convention<sup>4</sup> establish that each candidate site must have an adequate Management Plan or other documented management system which specifies how the Outstanding Universal Value of the site is to be preserved, preferably through means that increase participation. The aim of a management system is to guarantee the efficient protection of the inscribed site for both present and future generations.

### What is a Management Plan?

It is a tool that:

- operates for the preservation and enhancement, in other words for the management of a site inscribed in the World Heritage List;
- analyses, through the involvement of various players and stakeholders, the forces of change and the transformations that take place from a cultural, environmental and socio-economic perspective;
- identifies short and long-term goals, as well as risks and strategic actions (Action Plan<sup>5</sup>).

### The Management Plan of 2006



The “Florence World Heritage and Relations with UNESCO” Office of the Municipality of Florence drafted the first Management Plan (PdG) in **2006**, which was approved by the City Council on March 7, 2006:

- **based on the Guidelines of the Advisory Commission** for Management Plans for UNESCO sites<sup>6</sup>;
- **expiring in 2008 (with a two year duration)**, aimed at consolidating a monitoring activity regularly carried out every two years, and with the intention of launching a new PdG with a greater duration;
- **followed by the Monitoring of 2007 and 2008**;
- based on an **integrated approach** and in collaboration with key stakeholders;
- **characterised by the Action Plan called “Azioni per la Città”**, in which the main coordinates linked to the safeguarding, preservation and valorisation of the site and to the raising of awareness regarding

#### 4 Operational Guidelines for Implementation of the World Heritage Convention

These represent a useful tool for implementation of the World Heritage Convention. In fact, they contain precise criteria for the insertion of a property on the World Heritage List, as well as those for requesting international assistance within the scope of the World Heritage Fund. The Operational Guidelines, drawn up for the first time in 1977, are periodically updated in order to reflect new concepts, knowledge or experiences. The text currently in force is that of 2019.

#### 5 The Action Plan

An Action Plan is an integral part of the Management Plan and sets objectives, results and indicators against which to measure the success or failure of the actions.

#### 6 Consulting Commission for Management Plans for UNESCO sites

Collective body belonging to MiBACT, established for providing the Italian sites inscribed in the World Heritage List with guidance and consultancy regarding the implementation of the Management Plans, closely linked to the local tourism systems, both important tools for the compatible development of the territory.



the World Heritage among both inhabitants and visitors are identified.

The 2006-2008 Management Plan for the Historic Centre of Florence was approved by the City Council on March 7, 2006, and can be consulted at the following link:

[http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano\\_di\\_Gestione\\_def.pdf](http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano_di_Gestione_def.pdf)

The Action Plan “Azioni per la Città”, can be downloaded at:

[http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/azioni\\_per\\_la\\_citt-tx.pdf](http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/azioni_per_la_citt-tx.pdf)

## The Management Plan of 2016



From a first Management Plan that was approved in 2006 and based on a model that was being consolidated at the national level during those years, we moved on to a second Plan in 2016 aimed at addressing the potential or actual threats that could affect the World Heritage site which had been identified in the Periodic Report of 2014<sup>7</sup>.

The Management Plan for the Historic Centre of Florence was approved by the Municipal Council on January 19, 2016:

- **five-year duration;**
- **increasingly flexible and holistic management tool**, which brings together the many territorial

### 7 Periodic Reporting

Every six years, State Parties are invited to submit a periodic report to the World Heritage Committee on the implementation of the World Heritage Convention, including the State of Preservation of World Heritage assets located in their territories. This Periodic Report is presented in the form of an online questionnaire and indicates the implementation of the World Heritage Convention at the national level (Section I) and the State of Preservation and Management of each site (Section II). The main purpose of the Periodic Report is to: provide an assessment of the application of the Convention; verify if the value (OUV) for which the site has been inscribed in the World Heritage List has been maintained through time; provide updated information regarding the State of Preservation and any modifications to the World Heritage sites; and to provide an instrument for cooperation and the exchange of information and experiences among the Member States regarding the implementation of the World Heritage Convention. In order to facilitate this process, the World Heritage Centre has organised the compilation of the Periodic Report by geographic areas. For Europe, the first cycle of the Periodic Report was established from the year 2001 to 2006, the second cycle from 2012 to 2014, and the third from 2022 to 2024.

#### The Threats identified by the Periodic Report (Second Cycle) for the Historic Centre of Florence

1. Preservation of the art and monument heritage
2. Reduction of the number of residents
3. Overflowing of the Arno river
4. Urban mobility and air pollution
5. Long-term impact of mass tourism

- dimensions involved;
- **presence of a Buffer Zone**, approved by the World Heritage Committee in July, 2015;
- **intangible heritage value** related to Florentine crafts (“Retrospective of the Outstanding Universal Value”<sup>8</sup> of the Historic Centre of Florence, 2014);
- **identification of the Vision and Mission**;
- **Integrated approach** which involves both public and private stakeholders through Technical Committees/Focus Groups;
- **process of participation of the local community** (“The Ideas Committee” and the “Listening Marathon”);
- an increasingly strategic and operative tool that identifies concrete actions for addressing the **five threats identified in the “Periodic Report”**, compiled in February, 2014;
- identification of **five Macro-Areas**, based on the five threats<sup>9</sup>;
- **Action Plan**, divided into five Macro-Areas and based on actions/projects measurable through indicators and the **5Cs**, in other words the five strategic aims of the World Heritage, established in the **Budapest Declaration**<sup>10</sup>;
- Annexe describing **UNESCO and the contexts related to World Heritage**.

*“The 2016 Management Plan is commendable, a succinct document based on extensive consultation, complementing a recent and appropriate Structure Plan and other regulations.”*

(World Heritage Centre/ICOMOS Advisory Mission, 2017)

The 2016 Management Plan for the Historic Centre of Florence was approved by the Municipal Council through resolution n. 8 of January 19, 2016, and is available at the following link: <http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano-gestione-ita-web1.pdf>

## 8 The Outstanding Universal Value (OUV)

The Outstanding Universal Value is the cultural and/or natural significance that is so exceptional that it transcends national boundaries and is important to both present and future generations of all mankind. The OUV represents the reasons why each property/site has been inscribed on the List. For it to be considered as an Outstanding Universal Value, it must:

- satisfy one or more selection criteria;
- satisfy the conditions of Integrity and Authenticity;
- rely on an adequate protection and management system, so as to ensure its safeguarding.

### The Retrospective of Outstanding Universal Value and the Statement of Outstanding Universal Value

The Retrospective of OUV is the Statement drafted for the assets inscribed in the World Heritage List before 2007, that is before the year in which the requirement of the Statement of Outstanding Universal Value, introduced by the Operational Guidelines in 2005, came into effect.

## 9 Five Macro Areas

1. Management of the tourism system;
2. Preservation and knowledge of the monumental heritage;
3. Mobility System;
4. The Arno river and climate change;
5. Liveability, commerce and residence in the Historic Centre.

## 10 Budapest Declaration on World Heritage:

In 2002, that is 30 years after the World Heritage Convention, the World Heritage Committee adopted the Budapest Declaration, which was created to reflect on the successes and limits of the Convention over the past 30 years, to establish and communicate World Heritage strategic goals (the 5Cs), and to encourage new partnerships to further the preservation of the World Heritage. The Declaration should therefore serve to increase awareness and support for World Heritage and to promote new partnerships.

The purpose of the 5C strategy, in other words of the World Heritage strategic goals, is that of:

1. strengthening the credibility of the World Heritage List (*Credibility*);
2. ensuring the efficient safeguarding of the sites (*Conservation*);
3. facilitating and promoting education and training concerning the World Heritage (*Capacity building*);
4. increasing public opinion awareness through communication (*Communication*);
5. involving the local population at the moment of implementing the Convention, thus strengthening the role of the community (*Communities*).

## What is the Monitoring of the Management Plan?

In order to ensure an effective implementation of the Action Plan<sup>11</sup> - an integral part of the Management Plan that identifies strategic actions and projects for the World Heritage site - and subsequently of the Management Plan, it is necessary to establish a monitoring system. Monitoring is an essential and ongoing part of the management process and is used to obtain information about what is happening at the World Heritage site, as well as to determine how much of the planned programme has actually been achieved.

Monitoring therefore measures the progress and results of the Management Plan, as well as whether, and to what extent, the Outstanding Universal Value (OUV) of the site has been maintained. As a result, it is necessary to determine indicators against which to measure changes, and useful in the monitoring of every individual project.

Monitoring the strategic projects for the site and evaluating the effectiveness of the interventions implemented in the Action Plan consists fundamentally in the control of macro-emergencies and in the supervision of the site-management process, as well as in providing the necessary information for reviewing and updating the Management Plan.

## The 2007 Monitoring of the Management Plan for the Historic Centre



The monitoring activity was characterised by the observation of the Plan's projects and by interviews with the supervisors of the projects included in the 2006 Plan. These interviews made it possible to clarify aspects and critical elements pertaining to the individual initiatives. During the monitoring activity, it was determined to also include new projects identified through the interaction with stakeholders. The monitoring is divided into four thematic areas (1. Safeguarding, preservation and valorisation; 2. Research and knowledge; 3. Mobility and the environment; 4. Tourism) and 20 projects, including 4 new ones.

The 2007 Monitoring and Updating of the Management Plan for the Historic Centre of Florence was approved by the Municipal Council on June 17, 2008, and is available at the following link: [http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/PDG\\_Monitoraggio\\_Aggiornamento\\_2007.pdf](http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/PDG_Monitoraggio_Aggiornamento_2007.pdf)

<sup>11</sup> **The Action Plan**

The Action Plan is an integral part of the Management Plan and establishes goals, results and indicators against which to measure the success or failure of the actions.



## The 2018 Monitoring of the Management Plan for the Historic Centre



The Monitoring of the Management Plan for the Historic Centre of Florence was approved by the Municipal Council on July 12, 2018, through resolution n. 2018/G/00321, and is available at the following link:

<http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2018/10/Monitoraggio-2018-low.pdf>

*“The comprehensive monitoring approach set out in the document, including ‘efficacy indicators’, is commendable. Progress is being made in implementing public transport improvements (tram lines, electric taxis, bike sharing), and the recommendations of the 2017 joint World Heritage Centre/ICOMOS Advisory mission are being implemented.”*

(Technical Review ICOMOS, 2019)

It was determined to carry out a two-yearly monitoring of the World Heritage site “Historic Centre of Florence”, in the form of meetings with the stakeholders (both public and private) involved in the 2016 Management Plan. The meetings, which took place between September and November of 2017, included the participation not only of the promoters of the projects, but also of numerous other stakeholders with central roles in the undertaking of the strategic activities selected by the Action Plan. The 33 projects monitored are aimed at mitigating the critical aspects of the World Heritage site and at fulfilling the Sustainable Development Goals of the 2030 Agenda, as well as the Strategic World Heritage Goals (the 5Cs). The projects are divided, as they were in the 2016 Management Plan, into the following five Macro Areas:

1. Management of the tourism system;
2. Preservation and knowledge of the monumental heritage;
3. Mobility System;
4. The Arno river and climate change;
5. Liveability, commerce and residence in the Historic Centre.

The Projects monitored, divided by Macro Area:

### 1. MANAGEMENT OF THE TOURISM SYSTEM

- TOURIST DESTINATION MONITORING CENTRE (OTD)
- FLORENCE GREENWAY
- STUDY OF THE LOAD CAPACITY OF THE HISTORIC CENTRE
- FIRENZECARD AND FIRENZECARD+
- DESTINATION FLORENCE (new project compared to the Management Plan 2016)
- MOBILE ANALYTICS (new project)

### 2. CONSERVATION AND KNOWLEDGE OF THE MONUMENTAL HERITAGE

- HECO (HEritage COlors)
- APPLICATION OF THE BUFFER ZONE
- NUOVI UFFIZI – WORKS OF ARCHITECTURAL AND STRUCTURAL RESTORATION, FUNCTIONAL ADAPTATION WITH THE INSTALLATION OF MECHANICAL, ELECTRICAL AND SPECIAL SYSTEMS
- GRAPHITI KOMMANDO
- FIRENZE PERBENE
- FLORENCE I CARE
- FLORENCE HERITAGE
- HERITAGE IMPACT ASSESSMENT (HIA) (new project)
- TOWN PLANNING REGULATIONS (new project)
- FLORENCE AND THE CULTURAL INHERITANCE OF ITS RELIGIOUS HERITAGE (new project)
- FLORENCE HERITAGE DATA (new project)

### 3. TRANSPORT SYSTEM

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

### 4. THE RIVER ARNO AND CLIMATE CHANGE

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

### 5. LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE

- REGOLAMENTO ESERCIZI STORICI E TRADIZIONALI
- MEASURES FOR ENSURING THE PROTECTION AND DECORUM OF THE CULTURAL HERITAGE OF THE HISTORIC CENTRE - "UNESCO REGULATION"
- COMPLETION OF SOCIAL HOUSING IN THE FORMER MURATE COMPLEX
- OLTRARNO PROJECT
- URBAN SIGNAGE
- URBAN WASTE – Urban Strategies for Waste Management in Tourist Cities (new project)
- ATLAS.WH – Heritage in the Atlantic Area: Sustainability of the Urban World Heritage Site (new project)

## The 2021 Management Plan



The third Management Plan for the Historic Centre of Florence will be prepared before the end of 2021, year in which the previous Management Plan approved in January, 2016 expires:

- **5 year** duration;
- Inclusion of a graphic or infographic support detailing the **site's governance system**; the roles and responsibilities regarding property protection and preservation at the national, regional, and local levels
- Increased involvement of the **Planning Committee**

- in the Plan, especially regarding the selection of strategic projects to be included in the Action Plan
- Periodic meetings and annual contact with the **managers and actors of the projects included** in the Action Plan in order to receive constant updates on the progress of the project
- **Participation of local inhabitants and stakeholders** from both public and private institutions and entities from the beginning of the structuring of the Plan through online surveys and webinars.
- Inclusion of the **extension of the area of the Core Zone** (minor modification), which includes San Miniato al Monte.
- Deepening of the historical section and insertion of maps representing the various **phases of development** of the Historic Centre of Florence.
- Insertion of the **attributes and physical elements** that motivated the inclusion of the site and of the corresponding map.
- Identification of a **set of indicators, organised by Macro Area, connected to the Monitoring of the State of Preservation** of the site.
- **Action Plan** characterised by strategic projects and actions and determined by the following aspects, both at the international and local levels:

### INTERNATIONAL LEVEL

1. **Recommendations for Valorising and Safeguarding the Historical Urban Landscape HUL (2011)**<sup>12</sup>
2. **Goals and Targets of the 2030 Agenda for Sustainable Development (2015)**<sup>13</sup>
3. **Actions of Helsinki Action Plan for Europe (2015-2016)**<sup>14</sup>
4. Recommendations of the **Advisory Mission under-**

#### 12 Recommendations for Valorising and Safeguarding the Historical Urban Landscape – HUL

The Urban Historical Landscape is the result of a historical stratification of both cultural and natural values which take into consideration the vast local context of the historical city. The “Recommendations for Valorising and Safeguarding the Historical Urban Landscape” (HUL) were adopted by the General Conference of UNESCO in November, 2011, and approved in May, 2012. The HUL (Historic Urban Landscape) Recommendations are a soft law, a “non-binding law”, in other words an additional tool that combines, through an integrated approach, the policies for the preservation of the Historic Urban Landscape and the changes and transformations which occur in it, in full respect of the values, shared and inherited, of the various cultural contexts. This approach consists in a process of sustainable urban development, which addresses environmental, social and cultural changes and challenges, harmonising preservation with development and urban regeneration. Throughout the years a manual was developed for a practical understanding of the HUL approach, together with practical and theoretical information; case studies of cities that implement the HUL approach; and a list of experts and resources which provide support in implementing the HUL approach. The document is available at the following link: <https://whc.unesco.org/document/172639>

#### 13 Goals and Targets of the 2030 Agenda for Sustainable Development

On September 25, 2015, the United Nations approved the Global Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), divided into 169 targets to be achieved by 2030. The Development Goals follow up on the results of the Millennium Development Goals that preceded them, and represent common objectives regarding a set of important development issues: the fight against poverty and inequality, the end of hunger, the fight against climate change, and social and economic development. These goals concern all countries and all individuals. The implementation of the Agenda requires the commitment of every country, but also the involvement of all the components of society, including public and private entities, civil society and philanthropic organisations, universities and research centres, and operators in the sectors of information and culture.

To consult the Goals and Targets of the 2030 Agenda, visit link: <https://asvis.it/goal-e-target-obiettivi-e-traguardi-per-il-2030/>

In 2019 UNESCO published “*Culture, 2030 indicators*”. Culture is explicitly mentioned in Target 4 of SdG 11, “Strengthen efforts to protect and safeguard the world’s cultural and natural heritage”. In addition to Target 11.4, culture also contributes transversely to the development of other sectors. The UNESCO thematic indicators regarding culture in the 2030 Agenda offer a framework of thematic indicators whose purpose is to monitor the progress and contributions of culture in the implementation at both the local and national levels of the Goals and Aims of the 2030 Agenda for Sustainable Development.

#### 14 Helsinki Action Plan for Europe

In order to address the priority needs expressed through the Second Cycle of the Periodic Report, an Action Plan for Europe (known as the Helsinki Action Plan) was developed by the Focal Points of the European Region and finalised by the World Heritage Centre using the input from experts and consulting entities. Intended to be implemented by the end of the Third Periodic Report Cycle, the Helsinki Action Plan is a framework to be used by Member States and adapted to their individual priorities and needs. Individual Member States are encouraged to use this action plan at all levels so as to improve the implementation of the 1972 Convention and ensure a better protection, management and promotion of World Heritage in Europe.

An Excel version of the Action Plan is available online at the following link: <http://whc.unesco.org/en/eur-na/>



taken in Florence by UNESCO/ICOMOS (2017)<sup>15</sup>

5. **Strategic Goals identified in the “Methodology for the elaboration of the Management Plans for Urban World Heritage Sites”**, produced by the European project Atlas World Heritage (2019)<sup>16</sup>

#### LOCAL LEVEL

6. **Threats** identified during the compilation of the Periodic Report (see note n.7), and consequently the Macro Areas and Goals of the Master Plan 2016 (2016);
7. **Mayor’s Term Programme** (2019)<sup>17</sup>
8. **Operational Plan** (2020)<sup>18</sup>
9. **Rinascere Firenze** (“Florence Reborn”) project based upon new dynamics such as those determined by the COVID-19 pandemic<sup>19</sup>

- Identification of operative modes for **receiving information regarding new projects and for monitoring** the ongoing processes of the selected projects
- **Concentration of the number of strategic actions**

- of the Management Plan (in the revision of the Master Plan, the projects included in the Master Plan for 2016 and its Monitoring in 2018 which have either achieved a good level of maturity and consolidation or were never activated will be removed);
- Inclusion of a **final Recommendation for every project of the Action Plan** by site managers at the international level;
- Greater attention to the issue of **Disaster Risk Management**.
- Basis for the future compilation of the **Periodic Report, Third Cycle** (2022-2024).

The 2021 Management Plan for the Historic Centre of Florence, as in the case of the 2016 Plan, will be divided into several phases:

**First phase:** analysis of the historical context and of the cultural and socio-economic connotations of the Historic Centre of Florence; analysis of the attributes and physical elements that motivated the

#### 15 UNESCO/ICOMOS Advisory Mission

In the definition and identification of new projects to be included in the 2020 revision of the Management Plan, the UNESCO/ICOMOS Advisory Mission undertaken in Florence in May 22-25, 2017, will play a fundamental role. During the Advisory Mission, UNESCO/ICOMOS experts met with local and national authorities, citizens and associations, with the aim of assessing the State of Preservation of the site, of obtaining an overview of infrastructure projects and their impact, and suggesting short/medium/long term actions. The issues analysed during the Mission were: the construction of the tramway lines which pass through the Historic Centre of Florence; the possibility of an underground tramway which will pass through the Historic Centre of Florence; the construction of high-speed railway tunnels; the sale of public or semi-public monumental complexes to private entities and their change of use for tourism-related purposes; the methodological criteria for the Buffer Zone and the Belvedere Points; the expansion of the Florence Airport; waste management; the commodification of the historical and cultural heritage (advertising and temporary events); and the construction of underground parking lots. The Report of the Mission is available at the following link: <https://whc.unesco.org/document/160848>

#### 16 Atlas World Heritage

The European project Atlas.WH EAPA\_631/2016 INTERREG Atlantic Area 2014 – 2020 has the purpose of promoting the reflection and compared analysis on the various World Heritage sites involved in the project (Porto, Florence, Bordeaux, Edinburgh and Santiago de Compostela) aimed at the designing of a Management and Sustainability Plan for each site and to implement a common methodology for an integrated management and monitoring model. The creation of a network of World Heritage cities devoted to the sharing and exchange of competencies and good practices on the theme of the management of World Heritage sites is also contemplated.

#### **Methodology for the elaboration of the Management Plans for Urban World Heritage Sites**

As part of the Atlas World Heritage project a “Methodology” was developed in Porto for the development of the Management Plans for urban World Heritage sites. This document is aimed at setting a framework allowing all partners in the project to address their common challenges in a uniform manner, both at the strategic and operative levels.

The document is available at the following link: [http://www.atlaswh.eu/files/publications/20\\_1.pdf](http://www.atlaswh.eu/files/publications/20_1.pdf)

#### 17 Mayor’s Term Programme

The Mayor’s Term Programme is the first moment in the strategic planning of the Municipality and contains the programmatic guidelines, the aims, objectives and actions to be carried out during the term.

On the occasion of the local elections of May 26, 2019, the Mayor presented the electoral programme “Florence is the city that we are” (2019-2024), which identifies 14 Strategic Aims, 27 Strategic Goals and over 300 Actions. Among the Goals of the Mayor’s Term Programme: a liveable city that takes care of its inhabitants, environmentally sustainable, capital of an economy based on knowledge and technological development which counterbalances Florence’s vocation as a tourist destination.

The document is available at the following link: <https://www.comune.fi.it/system/files/2019-09/programma-di-mandato.pdf>

#### 18 Operational Plan

The Operational Plan (PO) will become the main tool for governing the territory. Based upon the new regional regulation, the PO will replace the Urban Regulation (RU), while maintaining the same role. The RU was approved in 2015 together with a variation to the Structural Plan (PS). The last variation to the PS and the RU was approved through resolution 2020/C/00007 of 15/04/2020 and came into effect on 13/05/2020. Among the issues discussed in the PO we find: tourist flow, Historic Centre World Heritage, urban image, existing build heritage, green system, mobility, social housing and large projects. The document is available at the following link: [https://accessoconcertificato.comune.fi.it/OdeProduzione/FIODEWeb5.nsf/AllegatiPerNumAttoFile/2019-G-00647-All\\_A\\_RelUrbaPOVarPS\\_Avvio\(firmato\)\\_signed\\_2019sg419107.pdf/\\$FILE/All\\_A\\_RelUrbaPOVarPS\\_Avvio\(firmato\)\\_signed\\_2019sg419107.pdf](https://accessoconcertificato.comune.fi.it/OdeProduzione/FIODEWeb5.nsf/AllegatiPerNumAttoFile/2019-G-00647-All_A_RelUrbaPOVarPS_Avvio(firmato)_signed_2019sg419107.pdf/$FILE/All_A_RelUrbaPOVarPS_Avvio(firmato)_signed_2019sg419107.pdf)

#### 19 Rinascere Firenze (“Florence Reborn”)

Project which originated following the COVID-19 pandemic with the aim of supporting the socio-economic recovery of the city while ensuring the health safety of its inhabitants when using and enjoying public spaces and services. The project aims to determine a post-pandemic strategy for the city, resulting in a document which is open to everyone’s contribution. Rinascere Firenze identifies 9 thematic areas, with proposals and operational actions for the gradual reactivation of social relations, the restarting of economic and productive activities, the optimal management of services and the use and enjoyment of public and private spaces: 1. Polycentric city; 2. A new historic Centre; 3. Living urban spaces; 4. Green mobility; 5. Development of the urban economy; 6. Widespread culture; 7. Children and families in the city centre; 8. Taking care of people: welfare, house, work; 9. An increasingly smart city.

The document is available at the following link: [https://www.comune.fi.it/system/files/2020-05/rinascerefirenze\\_DOC\\_6.pdf](https://www.comune.fi.it/system/files/2020-05/rinascerefirenze_DOC_6.pdf)

In order to contribute to the open document, it is possible to include proposals in a specific form at the link: [www.comune.fi.it/rinascerefirenze](http://www.comune.fi.it/rinascerefirenze)

inclusion of the site on the list; 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; introduction of the Vision and Mission to be pursued.

**Second phase:** involvement (through digital formats: webinars) of the main stakeholders in the presentation and selection of the strategic projects to be included in the Action Plan; local community participation process (through digital formats: webinars and surveys) devoted to increasing awareness regarding World Heritage and its value.

**Third phase:** elaboration of the Management Plan, selection and approval by the Planning Committee of the intervention proposals and the long, medium and short-term project actions considered necessary for maintaining the World Heritage site.

## The Macro Areas, Goals and Projects of the 2021 Management Plan

Facing a difficult period such as the one that has affected the whole of humanity as a result of the pandemic presents an epochal challenge. Cities are the centre of international social and economic development, and therefore World Heritage cities have a responsibility to combine development and sustainability with the preservation of their Outstanding Universal Value.

For this reason, and through the following analysis, an attempt was made to compare documents that will determine the development guidelines both at the international level and for our city, analysing their contents and comparing their Goals and Projects.

In order to identify the aims, and therefore also the six Macro Areas, the strategic Goals and Projects of the 2021 Management Plan 2021, an analysis was undertaken of both local and international documents (see the following sections).

**From the analysis of the said documents, several similarities, synergies and elements in common emerged.** These similitudes led to the redefining of the Macro Areas and of the corresponding Goals and Projects for the 2021 Management Plan.

Following is a summary of the **six Macro Areas identified, the Goals and the 26 Projects** which were selected as part of the first draft for the future 2021 PdG. Based upon the forthcoming local community and stakeholder participation process (which will take place online in March 2021 in the form of webinars and surveys), in addition to the values of the World Heritage site, also the identification and selection of Strategic Projects will be redefined.



### Macro Area 1

#### GOVERNANCE, INSTITUTIONAL AND INTERNATIONAL RELATIONS, AND PARTICIPATION

##### Goals

- Explaining and agreeing to what the roles and responsibilities are regarding the protection and preservation of the site.
- Strengthening the governance of the site.
- Enhancing the connection between the various political strategies and planning tools concerning the WHS and surrounding areas, as well as the values of the WHS.
- Increasing the credibility of the World Heritage, the understanding of the sense of responsibility of the institutions and of the corresponding offices (at the local level)
- Identifying tools for the participation and consultation with the local community on issues and strategies related to the site.
- Strengthening the credibility of Florence within the international World Heritage network (at the international level)
- Consolidating transnational cooperation through specific European projects, and strengthening the collaboration between UNESCO World Heritage sites and cities twinned with Florence.
- Collaborating in project-related initiatives aimed at strengthening those management skills needed by public entities and associations for the management of assets inscribed in the World Heritage List.

##### Projects

1. AtlaS.WH – Heritage in the Atlantic Area: Sustainability of the Urban World Heritage Site
2. HeRe Lab– Heritage and Research
3. Florence Heritage Data System
4. FWH Community
5. Planning Committee





## Macro Area 2

### PRESERVATION AND KNOWLEDGE OF THE HERITAGE

#### Goals

- Establishing an efficient monitoring system for the site and its attributions, which will permit to identify, prioritise and coordinate interventions in a scheduled manner and according to needs.
- Increasing public knowledge and awareness concerning the World Heritage site.
- Applying an integrated and shared approach from the very first phases of the project, which assesses the direct or indirect impact on the cultural heritage, in particular on the OUV (Outstanding Universal Value).
- Identifying and defining alternative funding sources (sponsorships, crowdfunding) in support of the World Heritage site.
- Coordinating the sources for funding the maintenance of the monumental complexes.

#### Projects

6. Planning Tools (PS and PO)
7. Application of Buffer Zone and Belvedere Points
8. Heritage Impact Assessment
9. Firenze perBene
10. Card del Fiorentino
11. Florence World Heritage Widespread Museum Lab
12. Florence and the Cultural Legacy of the Religious Heritage



## Macro Area 3

### LIVEABILITY, COMMERCE AND RESIDENCE IN THE HISTORIC CENTRE

#### Goals

- To enhance liveability, bettering the services for residents.
- Ensuring an increase and enhancement of the residential function and controlling use changes.
- Promoting a greater communication between the sector of cultural and creative activities and the universities.
- Reinvigorating neighbourhood shops and crafts.

#### Projects

13. The New Walking City
14. Regulation for Traditional and Historical Establishments
15. Measures for the Safeguarding and Decorum of the Cultural Heritage of the Historic Centre «UNESCO Regulation»
16. Social Housing
17. Minor Squares in the Historic Centre of Florence
18. Florence, creative city for crafts



## Macro Area 4

### MANAGEMENT OF THE TOURISM SYSTEM

#### Goals

- Identifying new efficient tools for the management, monitoring and predicting of the carrying capacity of the site, as well as of tourist flows and their environmental, social and physical impacts on the site.
- Promoting innovative activities concerning information, hospitality and participation of the visitor in the city.
- Valorising lesser-known areas, both internal and external to the Historic Centre, and undertaking strategies for de-centering the cultural offer.

#### Projects

19. Florentine tourism-related context
20. Florence Greenway
21. Studio concerning the carrying capacity of the Historic Centre
22. Mobile Analytics
23. Feel Florence



## Macro Area 5 ENVIRONMENT AND CLIMATE CHANGE

### Goals

- Ensuring that both the institutions and inhabitants are well-informed and capable of implementing procedures in response to calamitous events.
- To efficiently coordinate the entities and individuals who act in case of natural calamities or flood.
- Valorising the river as a public and natural space to be cared for and experienced by the city.
- Increasing the number of green areas accessible to the public within the site.

### Projects

24. Flood Risk Management Plan (PGRA)



## Macro Area 6 MOBILITY SYSTEM

### Goals

- Enhance accessibility and usage of the site by pedestrians, through interventions aimed at bettering pavements and pedestrian areas.
- Decreasing motor-vehicle traffic within the site, devising and identifying new strategies for sustainable mobility.
- Encouraging soft mobility (bike sharing) and strengthening the cycle paths system.
- Enhancing the public transport network (tramway, protected bus lines) and alternative/electric mobility.
- To ensure easy access to the whole system of the cultural and natural heritage of the territory through an efficient system of integrated mobility.

### Projects

25. Sustainable Mobility (Bike Sharing, E-Mobility)
26. Lines 2,3,4 of the new tramway

## International Level: International documents analysed

This section presents the **international documents analysed**, and therefore also the synergies between the said documents and the Macro Areas, Goals and Projects of the 2021 PdG.

### 1. UNESCO Recommendations for valorising and safeguarding the Historical Urban Landscape – HUL



Management of the urban heritage should include a series of tools, organised into four different categories, as well as tasks and processes distributed into various steps.

The four tools are defined in the HUL Recommendations, and are available at the following link: <https://whc.unesco.org/uploads/activities/documents/activity-638-98.pdf>

The various steps mentioned above are described in “New Life for Historic Cities”, available at the following link: <http://whc.unesco.org/en/activities/727/>, and in the document “International Experts Meeting - Heritage in Urban Contexts: Impacts of Development Projects on World Heritage properties in Cities”: <https://whc.unesco.org/document/182545>

Shown below, together with the HUL tools and steps, are the Macro Areas of the 2021 PDG, aimed at helping to implement the HUL Recommendations.

#### HUL tools



**1. Community engagement tools** should empower a diverse cross-section of stakeholders to identify key values in their urban areas, develop visions, set goals, and agree on actions to safeguard their heritage and promote sustainable development. These tools should facilitate intercultural dialogue by learning from communities about their histories, traditions, values, needs and aspirations and by facilitating mediation and negotiation between conflicting interests and groups. (MACRO AREA PdG 2021 GOVERNANCE)



**2. Knowledge and Planning tools** should help protect the integrity and authenticity of the attributes of urban heritage. They should permit the recognition of cultural significance and diversity, and provide for the monitoring and management of change to improve the quality of life and urban space. Consideration should be given to the mapping of cultural and natural features, while heritage, social and environmental impact assessments should be used to support sustainability and continuity in planning and design. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)



**3. Regulatory systems** could include special ordinances, acts or decrees to manage tangible and intangible components of the urban heritage, including their social and environmental values. Traditional and customary systems should be recognised and reinforced as necessary. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)



**4. Financial tools** should aim to improve urban areas while safeguarding their heritage values. They should aim to build capacity and support innovative income-generating development rooted in tradition. In addition to government and global funds from international agencies, financial tools should be deployed to promote private investment at the local level. Micro-credit and other flexible financing mechanisms to support local enterprise, as well as a variety of models of public-private partnerships, are also central to making the HUL approach financially sustainable. (MACRO AREA PdG 2021 GOVERNANCE and LIVEABILITY)

#### HUL step

##### 1. Governance structure

(i) Establish a governance structure/Management System for the World Heritage Property that coordinates across agencies and institutions in relevant sectors including heritage conservation, urban development, regional development, infrastructure development, transport, tourism, energy, waste, water, and housing authorities as well Its coordination role should include from legal frameworks and regulations to development plans and projects. (MACRO AREA PdG 2021 GOVERNANCE)

##### 2. Sustainable development status, needs and priorities

(i) Carry out a preliminary assessment of the sustainable development status of property;  
 (ii) Reach consensus with stakeholder consultations on sustainable development needs and priorities Sostenibile;  
 (iii) Implement Culture|2030 Indicators to assess conditions of Sustainable Development. (MACRO AREA PdG 2021 GOVERNANCE and LIVEABILITY)

##### 3. Mapping/Survey

(i) Comprehensive surveys and mapping of the city’s cultural (tangible and intangible) and natural resources;  
 (ii) Develop Attributes of Urban Heritage Identity for the ur-



ban heritage and a brief description of its local significance. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

#### 4. Assess vulnerabilities

(i) Assess key vulnerabilities of attributes of OUV/ Attributes of Urban Heritage Identity in relation to change including socio economic stresses and impacts of climate change. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; LIVEABILITY; ENVIRONMENT)

#### 5. Integration and coherence

(i) Integrate attributes of OUV and Attributes of Urban Heritage Identity and their vulnerabilities status with development plans across different sectors to make them all coherent and consistent towards common objectives;  
(ii) Ensure that attributes of OUV and other urban heritage values are recognized in designing development programmes and detailed projects.

(MACRO AREA PdG 2021 GOVERNANCE)

#### 6. Priority actions and projects

(i) Prioritize actions for conservation and sustainable development;  
(ii) Carry out Impact Assessments of proposed interventions where they could have potential impact on OUV and adjust as necessary. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; LIVEABILITY)

#### 7. Partnerships for local Management

(i) Establish implementation partners for each of the identified actions and projects for conservation and sustainable development, across different actors, both public and private;  
(ii) Establish innovative financial mechanisms to support local communities and livelihoods; specifically promote local livelihoods and businesses compatible with OUV and Attributes of Urban Heritage identity including conditions of authenticity and integrity and contributing to the local significance of the place.

(MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE; LIVEABILITY)

#### 8. Capacity reinforcement

Facilitate continuous capacity reinforcement and awareness raising for different stakeholders and decision-takers professionals, lay public, academia, and civil society, managerial. (MACRO AREA PdG 2021 GOVERNANCE)

## 2. Goals and Targets for Sustainable Development of the 2030 Agenda



Following are the Goals and Targets of the 2030 Agenda that the Plan intends to pursue. The Macro Area of the 2021 PdG aimed at fulfilling the Target and Goal of the 2030 Agenda is presented in parenthesis next to the Target. For the Goals and Targets of the 2030 Agenda, visit the link: <https://asvis.it/goal-e-target-Goals-e-traguardi-per-il-2030/> The publication “Culture, 2030 indicators” can be downloaded at the following link: <https://unesdoc.unesco.org/ark:/48223/pf0000371562>



#### GOAL 1: NO POVERTY

End poverty in all its forms everywhere

##### Target

**1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance. (MACRO AREA PdG 2021 LIVEABILITY)

**1.5** By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters. (MACRO AREA PdG 2021 ENVIRONMENT)



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

**Target**

**2.2** By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

(MACRO AREA PdG 2021 LIVEABILITY and ENVIRONMENT)

**2.3** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

(MACRO AREA PdG 2021 LIVEABILITY and ENVIRONMENT)



**GOAL 3: GOOD HEALTH AND WELL-BEING**  
**Ensure healthy lives and promote well-being for all at all ages**

**Target**

**3.d** Strengthen the capacity of all countries, particularly developing countries, to prevent, reduce, and manage national and global health risks.

(MACRO AREA PdG 2021 ENVIRONMENT)



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

**Target**

**4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

(MACRO AREA PdG 2021 GOVERNANCE)

**4.7** By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)



**GOAL 5: GENDER EQUALITY**  
**Achieve gender equality and empower all women and girls**

**Target**

**5.c** Adopt and strengthen concrete policies and enforceable laws for the promotion of gender equality and the empowerment, i.e., strength, self-esteem, and awareness, of all women, girls, and young women at all levels.

(MACRO AREA PdG 2021 GOVERNANCE and LIVEABILITY)



**GOAL 6: CLEAN WATER AND SANITATION**  
**Ensure availability and sustainable management of water and sanitation for all**

**Target**

**6.1** By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; LIVEABILITY)

**6.6** By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.

(MACRO AREA PdG 2021 ENVIRONMENT)



**GOAL 7: AFFORDABLE AND CLEAN ENERGY**  
**Ensure access to affordable, reliable, sustainable and modern energy for all**

**Target**

**7.2** By 2030, increase substantially the share of renewable energy in the global energy mix.

(MACRO AREA PdG 2021 MOBILITY)



**GOAL 8: DECENT WORK AND ECONOMIC GROWTH**  
**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

**Target**

**8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

(MACRO AREA PdG 2021 LIVEABILITY)

**8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. (MACRO AREA PdG 2021 GOVERNANCE and LIVEABILITY)

**8.9** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products. (MACRO AREA PdG 2021 MANAGEMENT OF THE TOURISM SYSTEM)



**GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE**  
**Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**

**Target**

**9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; ENVIRONMENT)

**9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; ENVIRONMENT)

**9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending. (MACRO AREA PdG 2021 GOVERNANCE)



**GOAL 10: REDUCED INEQUALITIES**  
Reduce inequality within and among countries

**Target**

**10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE; LIVEABILITY)



**GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES**  
Make cities and human settlements inclusive, safe, resilient and sustainable

**Target**

**11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. (MACRO AREA PdG 2021 MOBILITY)

**11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

**11.4** Strengthen efforts to protect and safeguard the world's cultural and natural heritage. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

**11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management. (MACRO AREA PdG 2021 ENVIRONMENT and MOBILITY)

**11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities. (MACRO AREA PdG 2021 ENVIRONMENT and LIVEABILITY)

**11.a** Support positive economic, social, and environmental relationships among urban, peri-urban, and rural areas by strengthening national and regional development planning. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)



**GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION**  
Ensure sustainable consumption and production patterns

**Target**

**12.3** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses. (MACRO AREA PdG 2021 ENVIRONMENT and LIVEABILITY)

**12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. (MACRO AREA PdG 2021 ENVIRONMENT and LIVEABILITY)

**12.b** Develop and apply tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products. (MACRO AREA PdG 2021 MANAGEMENT OF THE TOURISM SYSTEM)



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

**Target**

**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. (MACRO AREA PdG 2021 ENVIRONMENT)

**13.2** Integrate climate change measures into national policies, strategies and planning. (MACRO AREA PdG 2021 ENVIRONMENT)

**13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. (MACRO AREA PdG 2021 ENVIRONMENT)



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

**Target**

**14.1** By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution. (MACRO AREA PdG 2021 ENVIRONMENT)



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

**Target**

**15.2** By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. (MACRO AREA PdG 2021 ENVIRONMENT)

**15.9** By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; ENVIRONMENT)



**GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS**  
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

**Target**

**16.6** Ensure responsive, inclusive, participatory and representative decision-making at all levels. (MACRO AREA PdG 2021 GOVERNANCE)



**16.7** Broaden and strengthen the participation of developing countries in the institutions of global governance.  
(MACRO AREA PdG 2021 GOVERNANCE)



**GOAL 17: PARTNERSHIP FOR THE GOALS**  
**Strengthen the means of implementation and  
revitalize the global partnership for sustainable  
development**

**Target**

***Policy and institutional coherence***

**17.14** Enhance policy coherence for sustainable development. (MACRO AREA PdG 2021 GOVERNANCE)

***Multi-stakeholder partnerships***

**17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.  
(MACRO AREA PdG 2021 GOVERNANCE)

# THEMATIC INDICATORS FOR CULTURE IN THE 2030 AGENDA

## ENVIRONMENT & RESILIENCE

- 1 Expenditure on heritage
- 2 Sustainable management of heritage
- 3 Climate adaptation & resilience
- 4 Cultural facilities
- 5 Open space for culture

UNESCO Culture Conventions



- 2.4 Sustainable foodways & agriculture
- 6.6 Water related ecosystems
- 8.1 Quality infrastructure
- 11.4 Cultural & natural heritage
- 11.7 Inclusive public spaces
- 12b Sustainable tourism management
- 13.1 Climate & disaster resilience
- 14.5 Marine areas conservation
- 15.1 Sustainable terrestrial ecosystems
- 16.4 Recovery of stolen assets

## PROSPERITY & LIVELIHOODS

- 6 Culture in GDP
- 7 Cultural employment
- 8 Cultural businesses
- 9 Household expenditure
- 10 Trade in cultural goods & services
- 11 Public finance for culture
- 12 Governance of culture

UNESCO Culture Conventions



- 8.3 Jobs, entrepreneurship & innovation
- 8.9 Policies for sustainable tourism
- 8.a Increase Aid for Trade
- 10.a Differential treatment on trade
- 11.4 Cultural & natural heritage

## KNOWLEDGE & SKILLS

- 13 Education for Sustainable Development
- 14 Cultural knowledge
- 15 Multilingual education
- 16 Cultural & artistic education
- 17 Cultural training

UNESCO Culture Conventions



- 4.4 Skills for employment
- 4.7 Skills for sustainable development
- 8.3 Jobs, entrepreneurship & innovation
- 9.c Access to information technologies
- 12.a Sustainable consumption
- 13.3 Education on climate adaptation

## INCLUSION & PARTICIPATION

- 18 Culture for social cohesion
- 19 Artistic freedom
- 20 Access to culture
- 21 Cultural participation
- 22 Participatory processes

UNESCO Culture Conventions



- 9.1 Quality infrastructure/equitable access
- 9.c Access to information technologies
- 10.2 Social inclusion
- 11.7 Inclusive public spaces
- 16.7 Participatory decision-making
- 16.10 Fundamental freedoms
- 16.a Prevention of violence
- 16.b Non-discriminatory policies



- 17.9 Capacity building
- 17.16 Global partnership
- 17.17 Public, private and civil society partnerships
- 17.19 Measuring of sustainability

- 5.5 Women participation & leadership
- 5.a Policies on gender equality



THE CULTURE | 2030 INDICATORS ALSO CONTRIBUTE TRANSVERSAALLY TO:

### 3. Actions proposed by the *Helsinki Action Plan for Europe*



The following list of actions constitutes a sort of trail sign for orienting and attuning the strategic aims of the Historic Centre of Florence with those of other European World Heritage sites. The Helsinki Action Plan is available at the link: <http://whc.unesco.org/en/eur-na/>

As in the previous list, referred to the Goals and Targets of the 2030 Agenda, the Macro Area of the 2021 Management Plan is indicated next to each Action:

**Action 9:** Action 9: Clearly identify attributes of OUV and include them as a key component of site management plan/system. (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

**Action 13:** Clarify and agree upon roles and responsibilities regarding the protection and conservation of the properties between national, regional and local authorities, involving the local communities. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 15:** Identify monitoring indicators and establish a regular monitoring system (in particular using the Periodic Reporting outcomes, the State of Conservation database, the existing tools on Risk Management and Sustainable Tourism, and resource manuals on cultural and natural properties). (MACRO AREA PdG 2021 GOVERNANCE)

**Action 16:** Present and interpret Periodic Reporting results and take appropriate management actions at national and site levels. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 17:** Tailor to national and/or local needs the existing World Heritage Centre technical guidance documents and manuals on managing cultural and natural heritage. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 18:** Before the Third Cycle of Periodic Reporting, review and update Management Plans to integrate World

Heritage mechanisms, or prepare them if they do not exist. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 19:** Training Site Managers on Heritage Impact Assessments (HIA) and/or Environmental Impact Assessments (EIA). (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

**Action 20:** Promote the integration of HIA into the European EIA practice via EU institutions (e.g. through production of guidance materials with technical support from the World Heritage Centre and the Advisory Bodies). (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

**Action 21:** Establish capacity building systems for Site Managers. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 22:** Reinforce and/or create networks of Site Managers (national or thematic). (MACRO AREA PdG 2021 GOVERNANCE)

**Action 23:** Twinning/mentoring at sub regional, regional and/or inter regional levels (MACRO AREA PdG 2021 GOVERNANCE)

**Action 24:** Research and knowledge exchange at sub-regional and regional level on common threats to the OUV of properties (i.e. by type of property). (MACRO AREA PdG 2021 GOVERNANCE)

**Action 25:** States Parties to review and update the roles and responsibilities of Site Managers ('Terms of Reference'/'Job description') on the basis of general guidelines proposed by the World Heritage Centre and the Advisory Bodies. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 26:** Heritage practitioners and communities advocate to increase understanding of key concepts and processes of the World Heritage Convention by the decision makers at national and regional level. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 27:** World Heritage professionals to: identify and engage communities (identity mapping); and empower those communities through the formalisation of continuous participatory processes in the management systems. (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

**Action 28:** Disseminate relevant and credible information on World Heritage. (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

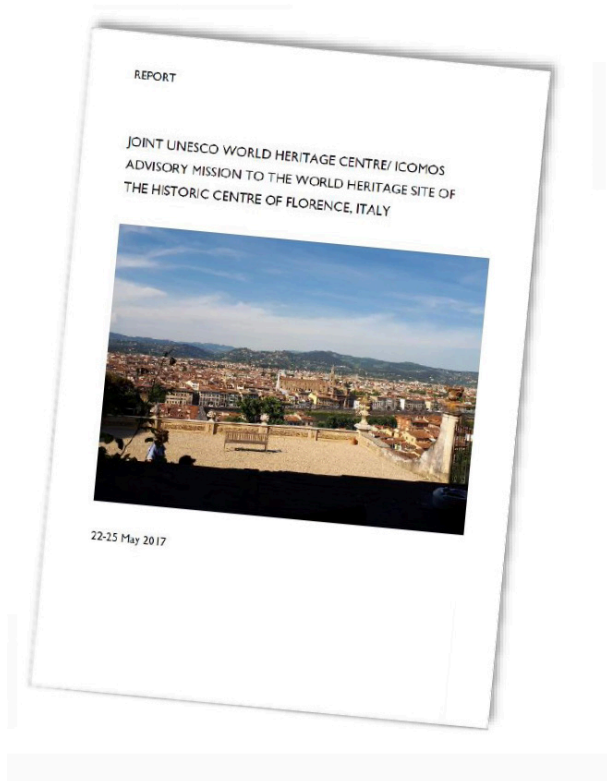
**Action 29:** Prepare and distribute concise and understandable leaflets on Management Plans and/or Systems. (MACRO AREA PdG 2021 GOVERNANCE)

**Action 30:** Educate and inform younger generations about heritage, notably through: using the World Heritage in Young Hands Kit; encouraging the organisation of World Heritage Youth Forums; enhancing the position of heritage in national education programmes; organising school projects and school days on World Heritage. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

**Action 34:** Contribute content to the World Heritage Centre website (e.g. with good practice examples, illustrative material, updated weblinks regarding properties, State Party report on state of conservation, management plans etc). (MACRO AREA PdG 2021 GOVERNANCE)



#### 4. Recommendations resulting from the Advisory Mission in Florence by UNESCO/ICOMOS (May 2017)



Following are the final recommendations of the ICOMOS and UNESCO Advisory Mission, held in Florence in May 2017.

The Macro Area of the 2021 PdG is indicated next to each Recommendation.

The full Mission Report is available at the following link:

<https://whc.unesco.org/document/160848>

We concluded that the new airport runway and the high-speed rail link would not harm the Outstanding Universal Value of the property. The new runway would have a significantly positive impact, compared to the present situation, on the setting of the Villa di Castello and the Villa La Petraia, two of the Medici Villas and Gardens in Tuscany separately inscribed on the World Heritage List. However, we recommend that the City:

**[R1]** consider the **consequences of improved high-speed rail and airport capacity in developing its tourist strategy**, particularly the **risk of increasing, both absolutely and in proportion, the number of short-stay visitors**.

Completing **the proposed tramway network is crucial** to further development of the sustainable movement strategy for the historic centre, which has already delivered substantial benefits. It will provide (north of the Arno) easy access from the Viali di Circonvallazione, and from two strategic points within it, Santa Maria Novella Station and the Piazza San Marco, and we endorse its completion as planned.

(MACRO AREA PdG 2021 MOBILITY and MANAGEMENT OF THE TOURISM SYSTEM)

**[R2]** that the **concept of an underground tramway link under the city core should be finally abandoned**, both because of the risks it would pose to the historic fabric and archaeology, and because a fast link direct to the centre would be incompatible with the emerging visitor strategy of spreading the load.

(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; MOBILITY)

**[R3]** as a general principle, the City does not permit the creation of any more **public car parks in the historic centre accessed other than directly from the Viali di Circonvallazione**, on the grounds that such proposals are in conflict with the City's commendable sustainable movement strategy for the historic centre; and specifically to reject the proposal for the Piazza Brunelleschi.

(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; MOBILITY)

**[R4]** that the City should specifically **develop and maintain a register of buildings**

(regardless of ownership) that contribute to the cultural heritage of the city, but are **"at risk" as a result under-use and/or decay**, as a basis for actively encouraging action by both public and private owners.

(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; LIVEABILITY)

The 2016 Management Plan is commendable, a succinct document based on extensive consultation, complementing a recent and appropriate Structure Plan and other regulations. However, we recommend that:

**[R5]** at the next review the plan identifies more clearly how **the Outstanding Universal Value is expressed through the physical and social fabric, defining the attributes of the site** which carry its Outstanding Universal Value.

(MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

**[R6]** Heritage Impact Assessment informed by the **Guidance on Heritage Impact Assessments for Cultural World Heritage Properties (ICOMOS 2011)**, be **embedded as a process in managing the city**.

For infrastructure projects, it should begin when concepts are first suggested, with a correspondingly strategic assessment of their potential impacts (both direct and consequential) on cultural heritage, particularly OUV. HIA should then be developed and applied through options appraisal and all subsequent stages of project development.

(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)



**5. Strategic goals detailed in the “Methodology for the elaboration of the Management Plans for Urban World Heritage Sites”, developed by the European project Atlas World Heritage**



It is possible to find a selection of the strategic Fields and Goals to which the 2021 PdG refers to and on which its definition of strategic Goals is based. The complete list of the Methodology’s strategic Fields and Goals is available on page 22 of the following document: [http://www.atlaswh.eu/files/publications/20\\_1.pdf](http://www.atlaswh.eu/files/publications/20_1.pdf)

**1. Tangible Cultural Heritage**

**STRATEGIC OBJECTIVE 1.1**

Disseminate and retain knowledge and respect for the cultural heritage through activities that help avoid negative impacts in WHS. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; GOVERNANCE)

- 1.1.1 - . Increase public awareness and understanding of a heritage site and public support in the management and preservation activities.
- 1.1.2 - Increase communication processes.

**STRATEGIC OBJECTIVE 1.2**

Promote an integrated approach to cultural heritage that build social capital and contribute to social cohesion in WHS. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; GOVERNANCE)

- 1.2.1 - Heritage conservation processes must be inclusive and sensitive to its surroundings, avoiding any potential or apparent conflict of interests.
- 1.2.2 - A shift from the care of physical heritage alone to the pursuit of wellbeing of both heritage and society as a

whole, taking into consideration sustainability aspects and the sense of place.

1.2.5 - Multi-level entities should provide for an integrated approach on planning from the start of the studies and develop strategies for the settlement of conflicts.

**STRATEGIC OBJECTIVE 1.3**

Protect, individually or collectively, through the use of proper methods, the components of the WHS, in conformity with the competence and the legal procedures of each country. (MACRO AREA PdG 2021 GOVERNANCE)

1.3.5 - The authorities responsible for the protection of the cultural heritage might take steps to expedite the necessary conservation work and all necessary scientific, technical, administrative and financial measures should be taken to ensure the protection of the cultural heritage in their WHS, according to the capacity of each State.

**STRATEGIC OBJECTIVE 1.4**

Heritage management should be made considering the constant balance between the need for development and the need for preservation.

(MACRO AREA PdG 2021 GOVERNANCE)

1.4.1 - The connection of a place with its past and the values represented in a heritage site must be conserved.

**STRATEGIC OBJECTIVE 1.5**

Member states should cooperate regarding the protection, conservation and presentation of the cultural heritage.

(MACRO AREA PdG 2021 GOVERNANCE)

1.5.1 - Seeking aid, if it seems desirable, from international organizations, both intergovernmental and nongovernmental.

**2. Planning and Legislative Instruments**

**STRATEGIC OBJECTIVE 2.1**

Strengthen the link between the strategies contained in different types of policy and planning instruments focusing on the WHS and surrounding areas, and the values of the WHS. (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

2.1.1 - Enhance the in-depth knowledge, on the part of local planning technicians, of the issues associated with the WHS and the OUV concept that is inherent to it.

**STRATEGIC OBJECTIVE 2.2**

Develop mechanisms for overcoming tensions/conflicts associated with the action of different types of strategies in the WHS. (MACRO AREA PdG 2021 GOVERNANCE)

2.2.2 - Incorporate monitoring and evaluation processes.

**3. Population and Housing**

**STRATEGIC OBJECTIVE 3.1**

Securing the residential function of WH sites (recognizing and enhancing WH sites as places of residence). (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; LIVEABILITY; MOBILITY)

- 3.1.1 - Assessing and promoting liveability.
- 3.1.2 - Controlling land use/housing conversions.

## 4. Tourism, Culture and Economy

### 4.1 - Tourism

#### STRATEGIC OBJECTIVE 4.1.1

Managing visitor numbers and minimizing negative effects / impacts of tourism.

4.1.1.1 - Determine the carrying capacity of the site and attraction centres and define innovative tools to manage tourist flows and sustainable tourism.

4.1.1.5 - Manage environmental, social and physical impacts.

(MACRO AREA PdG 2021 LIVEABILITY; MOBILITY; MANAGEMENT OF THE TOURISM SYSTEM)

### 4.2 - Culture and Economy

#### STRATEGIC OBJECTIVE 4.2.3

Encourage tradition, authenticity and integrity through research, innovation and sustainability.

(MACRO AREA PdG 2021 LIVEABILITY; MANAGEMENT OF THE TOURISM SYSTEM)

4.2.3.1 - Bring together cultural and creative activity sector and Universities.

### 4.5 - Community Engagement and Capacity Building

#### 4.5.1 - Participatory Governance

##### STRATEGIC OBJECTIVE 4.5.1.1

Harness the perspective of local communities.

(MACRO AREA PdG 2021 GOVERNANCE)

4.5.1.1.1 - Consult and gauge the opinions and views of the local community.

4.5.1.1.2 - Capacitate the local community to monitor its surroundings.

4.5.1.1.3 - Ensure that the local community can provide feedback and evaluation.

#### 4.5.2 - Local Adaptive Capacity

##### STRATEGIC OBJECTIVE 4.5.2.1

Build local capacity for emergency response.

(MACRO AREA PdG 2021 ENVIRONMENT)

4.5.2.1.1 - Provide local communities with training for emergency response.

4.5.2.1.2 - Capacitate local communities to translate their atonement to their surroundings into early warnings.

##### STRATEGIC OBJECTIVE 4.5.2.2

Support citizen groups involved in community resilience.

(MACRO AREA PdG 2021 ENVIRONMENT)

4.5.2.2.1 - Support local agents and entities involved in projects that improve the local community's resilience, and incorporate these as best practices.

4.5.2.2.2 - Support citizen collectives and individuals capable of making emergency decisions in the context of an adaptive heritage management plan.

#### 4.5.3 - Heritage Nurtured by a Sense of Place

##### STRATEGIC OBJECTIVE 4.5.3.2.

Encourage local agents in the protection, determination, diffusion and generation of heritage values.

(MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE; LIVEABILITY)

4.5.3.2.1 - Support local agents in the development of a sense of ownership and responsibility, as well as the deter-

mination of heritage value and the shaping the meaning of the site, in collaboration with expert opinions.

## Local Level: local documents analysed

The **local documents** which contributed to the definition of the Macro Areas, Goals and Projects of the 2021 PdG are found below.

### 6. Threats identified during the compilation of the Periodic Report, the Macro Areas and the Goals of the 2016 PdG



The 2016 Management Plan, in which the Threats, Macro Areas and Goals are described in greater detail, is available at the link: <http://www.firenzepatrimoniomondiale.it/wp-content/uploads/2015/12/Piano-gestione-ita-web1.pdf>

#### Threats

Preservation of monumental and artistic heritage  
(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; GOVERNANCE)

Decrease in the number of residents  
(MACRO AREA PdG 2021 LIVEABILITY)

Arno river flooding  
(MACRO AREA PdG 2021 ENVIRONMENT)

Urban mobility and air pollution  
(MACRO AREA PdG 2021 MOBILITY)

Long term impact of mass tourism  
(MACRO AREA PdG 2021 MANAGEMENT OF THE TOURISM SYSTEM)

### Macro Areas of the Management Plan 2016 and related objectives

#### Macro Area - Management of the tourism system (MACRO AREA PdG 2021 MANAGEMENT OF THE TOURISM SYSTEM)

##### Objectives

- Define new tools to manage tourist flows
- Promote innovative activities of information and visitor reception
- Enhance the less known areas, inside and outside the Historic Center, and undertake strategies for decentralization of cultural offerings

#### Macro Area - Preservation and knowledge of the monumental heritage (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE; GOVERNANCE)

##### Objectives

- Coordinate the maintenance of monumental complexes
- Enhance volunteer models in the care of the monumental heritage.
- Identify and define alternative funding sources (sponsorship, crowdfunding)
- Raise awareness and knowledge of the cultural and historical value of Florence, and historical value of Florence World Heritage Site

#### Macro Area - Mobility System (MACRO AREA PdG 2021 MOBILITY)

##### Objectives

- Develop support tools for alternative and/or electric mobility
- Incentivize the use of soft mobility (bike sharing)
- Strengthen the public transport network (tramway, protected bus lines)

#### Macro Area - The Arno river and climate change (MACRO AREA PdG 2021 ENVIRONMENT)

##### Objectives

- Increase awareness of the river as an environmental and socio-cultural resource
- Enhance the river as a public and natural space to be cared for and experienced by the city
- To know the methods of flood risk management and events related to climate change

#### Macro Area - Liveability, commerce and residence in the Historic Center (MACRO AREA PdG 2021 LIVEABILITY)

##### Objectives

- Revitalize neighborhood commerce and craftsmanship as places of social protection
- Improve liveability by enhancing services to residents and enhancing the image of the city
- Protect the social heterogeneity of the Historic Center

## 7. Mayor's Term Programme



Following is a selection of the Strategic Aims and Goals of the Mayor's Term Programme in accordance with the Strategic Goals and Macro Areas of the 2021 PdG. The Mayor's Term Programme is available at the following link: <https://www.comune.fi.it/system/files/2019-09/programma-di-mandato.pdf>

### Strategic guideline 1 – Intermodal mobility

- Extension of the tramway system
- Creation of an integrated and sustainable mobility system
- Governing urban traffic
- Promote bicycle mobility and sharing city systems (MACRO AREA PdG 2021 MOBILITY)

### Strategic guideline 2 – Green and eco-sustainable Florence

- Valorisation of urban parks, green areas and their usability for people and pets
- Promoting a circular economy and the environment (MACRO AREA PdG 2021 ENVIRONMENT)

### Strategic guideline 3 – Growing with the school

- Educating the citizenry on social integration (MACRO AREA PdG 2021 LIVEABILITY)

### Strategic guideline 4 – Urban Safety and Legality

- Perceiving security (MACRO AREA PdG 2021 LIVEABILITY)

### Strategic guideline 5 – Families, solidarity and social welfare

- Supporting families

- Promoting and supporting social welfare
- Guaranteeing the right to housing (MACRO AREA PdG 2021 LIVEABILITY)

### Strategic guideline 6 – A new model of circular city

- Ensuring a city in balance between environmental protection and development potential (MACRO AREA PdG 2021 GOVERNANCE)

### Strategic guideline 7 – Economic development, competitiveness and higher education

- Florence, world hub of higher education and research (MACRO AREA PdG 2021 GOVERNANCE)
- Enhance Florence as an excellence in economy, craftsmanship, research and “Made in Florence” of social quality (MACRO AREA PdG 2021 LIVEABILITY)

### Strategic guideline 8 – In support of work and professional training

- Supporting and guaranteeing employment (MACRO AREA PdG 2021 LIVEABILITY)

### Strategic guideline 9 – The value of culture and memory

- Valorising the museum system, the memory of the past and local traditions
- Disseminating and promoting beauty and culture (MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

### Strategic guideline 10 – Florence 2030 and Sport

- Implementing Project 2030 for the Florence of the future (MACRO AREA PdG 2021 LIVEABILITY)

### Strategic guideline 11 – Quality tourism

- Florence smart destination: sustainable tourism development (MACRO AREA PdG 2021 MANAGEMENT OF THE TOURISM SYSTEM)

### Strategic guideline 12 – International city

- Florence, city of the world, capital of Europe (MACRO AREA PdG 2021 GOVERNANCE)

### Strategic guideline 13 – Good management, innovation, neighbourhoods and metropolitan city

- Creating a greater metropolitan Florence that is closer to the citizenry, valorising the Florentine *Quartieri*
- Implementing an efficient and participated Municipality
- For a metropolitan city (MACRO AREA PdG 2021 GOVERNANCE)

### Strategic guideline 14 – Civil protection and resilient city

- To optimally implement the civil protection system (MACRO AREA PdG 2021 ENVIRONMENT)



## 8. Operational Plan



The following list is a selection of the Goals and Actions of the Operational Plan in line with the Strategic Macro Areas and Goals of the 2021 PdG. The Operational Plan is available at the following link: [https://accessoconcertificato.comune.fi.it/OdeProduzione/FIODEWeb5.nsf/AllegatiPer-NumAttoFile/2019-G-00647-All\\_A\\_RelUrbaPO-VarPS\\_Avvio\(firmato\)\\_signed\\_2019sg419107.pdf/\\$FILE/All\\_A\\_RelUrbaPOVarPS\\_Avvio\(firmato\)\\_signed\\_2019sg419107.pdf](https://accessoconcertificato.comune.fi.it/OdeProduzione/FIODEWeb5.nsf/AllegatiPer-NumAttoFile/2019-G-00647-All_A_RelUrbaPO-VarPS_Avvio(firmato)_signed_2019sg419107.pdf/$FILE/All_A_RelUrbaPOVarPS_Avvio(firmato)_signed_2019sg419107.pdf)

### 4.1 UNESCO historical nucleus – tourism flows

- 4.1.1 A phenomenon to reflect upon
- 4.1.2 Press review
- 4.1.3 Supplementary measures
  - 4.1.3.1 UNESCO World Heritage Historical Centre (MACRO AREA PdG 2021 MANAGEMENT OF THE TOURISM SYSTEM; GOVERNANCE)
    - Management Plan
    - Core Zone
    - Buffer Zone
    - Heritage Impact Assessment
  - 4.1.3.2 Economic activities: limits (MACRO AREA PdG 2021 LIVEABILITY)
    - UNESCO Regulations
    - Regulation for the protection and valorisation of Florentine traditional and historical economic activities
- 4.1.4 Urban planning tasks (MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)
  - 2010 Structural Plan

### 4.2 UNESCO historical nucleus – Safeguarding of the urban image (MACRO AREA PdG 2021 LIVEABILITY)

### 4.3 Reinterpretation of the existing built heritage

(MACRO AREA PdG 2021 PRESERVATION and KNOWLEDGE)

- 4.3.1 Classification: an open debate
- 4.3.2 Safeguarding heritage/usage destination/division

### 4.5 Mobility

(MACRO AREA PdG 2021 MOBILITY; LIVEABILITY)

- 4.5.1 Sustainable mobility
- 4.5.2 Railway system (High-speed and urban railway service)
- 4.5.4 Tramway system
- 4.5.5 Public road transportation
- 4.5.6 Road network
  - Car sharing
  - Traffic-restricted zone (Ztl)
- 4.5.7 Parking system
- 4.5.8 Cycling mobility
- 4.5.9 Pedestrian mobility

### 4.6. Social housing

(MACRO AREA PdG 2021 LIVEABILITY)

- 4.6.1 What does social housing mean?
- 4.6.2 The current situation
- 4.6.3 Lupi di Toscana: an important reserve
- 4.6.4 Updating of Regulation DCC 41/2005

### 4.7 Large Projects

(MACRO AREA PdG 2021 GOVERNANCE; PRESERVATION and KNOWLEDGE)

- 4.7.1 Airport/High-Speed underpass
- 4.7.2 Mercafir/Florentina Stadium

## 9. Rinasce Firenze (“Florence Reborn”) project based upon new dynamics such as those determined by the COVID-19 pandemic



Following is a selection of the Strategic Aims and Goals of the Mayor’s Term Programme in line with the Strategic Macro Areas and Goals of the 2021 PdG.

The document is available at the following link:  
[https://www.comune.fi.it/system/files/2020-05/rinascefirenze\\_DOC\\_6.pdf](https://www.comune.fi.it/system/files/2020-05/rinascefirenze_DOC_6.pdf)

### 1. Polycentric city (at the level of the neighbourhood, or rione)

- Buffer Zone (MACRO AREA PdG 2021 GOVERNANCE; CONSERVAZIONE E CONOSCENZA)
- Proximity services and the role of the neighbourhood (MACRO AREA PdG 2021 VIVIBILITÀ)
- Small Florentine historical centres/urban hamlets
- Complete the elimination of urban voids (first district post-COVID-19)
- Urban city hamlet, which essential public services
- Project 1500 metres – proximity services
- Neighbourhood logistic centres, market place
- Natural commercial centres
- Union of municipalities
- 2030 Metropolitan Renaissance Strategic Plan, Urban Plan for Sustainable Mobility (MACRO AREA PdG 2021 MOBILITÀ)

### 2. A new historic centre

- Re-qualification of buildings (for example the former Post Office on via Pietrapiana) (MACRO AREA PdG 2021 CONSERVAZIONE E CONOSCENZA)
- Public transportation plan for the Historic Centre (MACRO AREA PdG 2021 MOBILITÀ)

### 3. Living urban spaces

- Sports and movement (MACRO AREA PdG 2021 VIVIBILITÀ)
- Green areas and energy (MACRO AREA PdG 2021 AMBIENTE)
- 20.000 new trees
- Urban afforestation projects
- Green areas and open spaces plan
- Air quality plan
- Green areas to be made available to the public
- Community vegetable garden plots and urban agriculture projects

### 4. Green Mobility

- Public transportation system (bus, tramway, train) (MACRO AREA PdG 2021 MOBILITÀ)
- Cyclable mobility
- Individual shared mobility
- Private motorcar mobility

### 5. Development of the urban economy

- Support for the local economy (MACRO AREA PdG 2021 VIVIBILITÀ e GESTIONE DEL SISTEMA TURISTICO)
- Trade fair and congress system
- Plan for the exceptional occupation of public spaces for open-air food and drink services (MACRO AREA PdG 2021 VIVIBILITÀ)
- Tourism (MACRO AREA PdG 2021 GESTIONE DEL SISTEMA TURISTICO)
- Statistic monitoring unit
- Regulations for the access to the city for day users
- Changing the narrative

### 6. Widespread Culture

- Resurgence fund (MACRO AREA PdG 2021 GOVERNANCE)
- Cultural spaces (MACRO AREA PdG 2021 CONSERVAZIONE E CONOSCENZA)
- Events
- Card del fiorentino
- Art residencies
- Strengthening the communication of city museums, reaching local users through the use of the mobile application Feel Florence (MACRO AREA PdG 2021 CONSERVAZIONE E CONOSCENZA; VIVIBILITÀ)
- Green areas and cultural gardens (MACRO AREA PdG 2021 VIVIBILITÀ)

### 7. Children and families at the center

- Restarting educational and training activities (MACRO AREA PdG 2021 GOVERNANCE)
- Florence University City
- Foreign Universities
- Restarting educational and training activities (MACRO AREA PdG 2021 VIVIBILITÀ)
- Support for families

### 8. Taking care of people: welfare, house, work

- Health and social continuity in the territory (MACRO AREA PdG 2021 VIVIBILITÀ)
- Villaggio Montedomini

### 9. An increasingly smart city

- Digitalization (MACRO AREA PdG 2021 GOVERNANCE)
- Digital participation path toward the new Operational Plan
- Smart City Control Room

## Indicators for monitoring the Historic Centre of Florence

For the purpose of monitoring the dynamics concerning the Historic Centre, indicators appertaining to each Macro Area of the 2021 Management Plan have been identified, as well as the Source for obtaining all useful data for the result of the indicators.

MACRO AREA	INDICATORS	SOURCE
GOVERNANCE, INSTITUTIONAL AND INTERNAZIONAL RELATIONS and PARTICIPATION	<ol style="list-style-type: none"> <li>1. Yearly number of UNESCO-related international initiatives in which Florence World Heritage and Relations with UNESCO Office participates</li> <li>2. Annual number of meetings of the Planning Committee</li> <li>3. Annual number of meetings involving local community and stakeholder participation in the Management Plan and World Heritage Site values</li> <li>4. Annual application and updating of the Database - Florence Heritage Data system</li> </ol>	<ul style="list-style-type: none"> <li>- Florence World Heritage and Relations with UNESCO</li> <li>- HeRe Lab</li> <li>- Associazione MUS.E</li> </ul>
PRESERVATION and KNOWLEDGE OF THE HERITAGE	<ol style="list-style-type: none"> <li>1. Yearly number of Areas in Transformation / Number of Areas in Transformation with Projects activated</li> <li>2. Annual estimate of the total amount for maintenance and preservation interventions concerning the architectural heritage of the Historic Centre</li> <li>3. Annual number of restoration authorisation requests</li> <li>4. Number /18 of Belvedere Points included in the Structural Plans and Urban Planning Regulations of the 4 municipalities of the Buffer Zone (Municipality of Florence, Municipality of Sesto Fiorentino, Municipality of Fiesole, Municipality of Bagno a Ripoli)</li> <li>5. Number of Card del Fiorentino sold per annum / Number of residents of the Metropolitan City</li> </ol>	<ul style="list-style-type: none"> <li>- Urban Planning Department</li> <li>- Fine Arts Service Municipality of Florence</li> <li>- Florence Suprintendence</li> <li>- Associazione MUS.E</li> <li>- ASL</li> </ul>
LIVEABILITY, COMMERCE and RESIDENCE IN THE HISTORIC CENTRE	<ol style="list-style-type: none"> <li>1. Daily amount of RSU (solid waste) produced in the historic centre / in the municipality (Kg)</li> <li>2. Total number of historical businesses</li> <li>3. Number of dwellings in public or social housing</li> <li>4. Number of traditional businesses and local crafts workshops</li> <li>5. Density of food and drink related activities in the Historic Centre (number of business in relation to the total surface of the Historic Centre)</li> <li>6. % of public green areas (parks and gardens) in the Historic Centre - Statistics Office</li> </ol>	<ul style="list-style-type: none"> <li>- Statistics Office Municipality of Florence</li> <li>- Department for economic and tourism-related activities</li> <li>- Management of the Public Housing Heritage (ERP) – Department of Built Heritage Municipality of Florence</li> </ul>

### MANAGEMENT OF THE TOURISM SYSTEM

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| <ol style="list-style-type: none"> <li>1. Amount of revenue derived from the tourist tax (weight of tourist tax revenue on total tax revenue)</li> <li>2. Seasonality of arrivals (ratio between the month with the most arrivals and the month with the least)</li> <li>3. Increase of tourist arrivals (annual rate of growth of tourist arrivals in the Municipality)</li> <li>4. Tourist density (annual number of arrivals to the Municipality per square kilometre of the Historic Centre)</li> <li>5. Tourism intensity (number of arrivals to the Municipality per residents of the Historic Centre)</li> <li>6. Contribution of tourism to the economy of the destination (tourism-related GDP/overall GDP)</li> </ol> | <ul style="list-style-type: none"> <li>- Metropolitan City</li> <li>- Statistics Office</li> <li>- Municipality of Florence</li> </ul> |
|---|--|

### ENVIRONMENT and CLIMATE CHANGE

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|---|---|
| <ol style="list-style-type: none"> <li>1. Rate of pollution in the Historic Centre (average annual concentration of pm10)</li> <li>2. Number of rainfall events greater than a given threshold</li> <li>3. Number of hot days</li> <li>4. Number of times the 1st or 2nd danger level for the Arno river was exceeded</li> <li>5. Average flow rate of the Arno river</li> <li>6. Number of days of minimum flow rate</li> <li>7. Number of days of activation of detention basins</li> <li>8. Pluviometric indicators concerning the flow-discharge ratio</li> </ol> | <ul style="list-style-type: none"> <li>- Statistics Office</li> <li>- Municipality of Florence</li> <li>- University of Florence</li> <li>- Arno River Basin Authority</li> </ul> |
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### MOBILITY SYSTEM

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| <ol style="list-style-type: none"> <li>1. Pedestrian areas (m2)</li> <li>2. Expansion of the cycle path network &gt; 90 km</li> <li>3. Number of fully electric taxis / Total number of taxis</li> <li>4. Number of car parks linked to public transportation stops (park and ride facilities)</li> <li>5. Expansion of the tramway network</li> <li>6. Number of tramway users</li> </ol> | <ul style="list-style-type: none"> <li>- Statistics Office</li> <li>- Municipality of Florence</li> <li>- Management of the Tramway and future expansions – Department of New Infrastructures and Mobility Municipality of Florence</li> </ul> |
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