

Report Case Study Area Florence, Brozzi-Peretola area

Deliverable 15

Project Director: Prof. Dr. Bernhard Müller

Authors:

COMFI: arch. Franco Landini, DdR arch. Annalisa Pirrello, arch. Chiara Lotti

Editing and revision:

TaeD: Prof. Vincenzo Bentivegna

IOER: Dr. Carlos Smaniotto Costa, Patrycja Bielawska-Roepke

January 2006

LUDA
PROJECT

Improving the quality of life in
Large Urban Distressed Areas

Project coordinated by Leibniz INSTITUTE OF ECOLOGICAL AND REGIONAL DEVELOPMENT,
DRESDEN

Report Case Study Area

Florence, Brozzi-Peretola area

Deliverable 15

Contents

1	Introduction	5
2	Florence Case study	6
2.1	Case study description.....	6
2.1.1	Historical descriptive notes	6
2.1.2	Population	8
2.2	Boundaries	8
2.3	Administrative and decision power structure on planning.....	9
3	Diagnosis	11
3.1	Stakeholder analysis.....	11
3.1.1	The participative goals in Florence LUDA experience	12
3.1.2	Identification of the participating actors.....	12
3.1.3	Used tools and techniques.....	12
3.1.4	Organisation of the working group	13
3.1.5	The stakeholders' crediting	14
3.2	The stakeholders' activity.....	14
3.3	Comments.....	15
3.4	Problems and potentials	15
3.4.1	Problems	15
3.4.2	Potentials	19
3.5	Lessons learnt/Experiences	21
4	Visioning	22
4.1	Scenarios and visions for the area.....	22
4.2	Goals and objectives of the development	24
4.3	Alternatives for the development of the area	25
4.4	Lessons learnt /Experiences	25
5	Programming	26
5.1	Formulated programmes, projects and plans and their major activities.....	26
5.2	Possible impacts	36
5.3	Lessons learnt/Experiences	36
6	Implementing	37
6.1	Priority action areas	37
6.2	Programmes and Projects implemented in the area.....	37
6.3	Lessons learnt/Experiences	41
7	Monitoring and evaluation.....	42

7.1	Introduction to the monitoring system	42
7.2	City's monitoring systems.....	43
7.2.1	Indicator system to monitor the integrated development concept	43
7.2.2	Florence: Monitoring System for the ... area and indicators used	44
7.3	Lessons learnt/Experiences	44
8	Conclusions	45
9	Attachment n° 1: Objective for Florentine LUDA redevelopment.....	47
10	Attachment n° 2: Questions for the local and non local experts - qualitative indicators..	68

List of figures

Figure 1: Florentine LUDA case area (UTOE n. 3)	9
Figure 2: Brozzi-Peretola Pockets of Perceived Distress and Potentials.....	21
Figure 3: De Carlo guide project cover	23
Figure 4: De Carlo guide project layout	24
Figure 5: Multifunctional Dynamic Railway Plant	37
Figure 6: Historical villages revitalisation	38
Figure 7: Cicleway "Cascine-Renai"	38
Figure 8: Programme for Urban Retraining "Le Piagge"	39
Figure 9: Railway stop "Le Piagge"	39
Figure 10: Monitoring System	43

List of tables

Table 1: Area quantitative data	8
Table 2: Stakeholder general list	11
Table 3: Monitoring system: core indicators	44

1 Introduction

The Report D15 deals with the Partner City of Florence, the capital of the Tuscany region everywhere known for his precious artistic patrimony, glorious testimony to its secular civilization. Florence has a population of around four hundred thousand inhabitants. Florence is almost in the middle of the Italian peninsula and it rises on the banks of the Arno in a vast plain surrounded by the Careggi, Fiesole, Settignano, Arcetri and Bellosguardo hills. The river divides the city into two parts.

"Florentia", the florid, was the name given by the Romans to this small settlement located at the foot of the ancient Etruscan Fiesole and founded in the first century BC. "Florentia" reached its highest point of civility between the eleventh and fifteenth centuries, as a Free State. 1860 Tuscany joined the Kingdom of Italy, with Florence as the capital from 1865 to 1871. This marked the beginning of a profound restructuring of the city that led to the knocking down of the walls and the erasing of several ancient quarters in the centre that endowed Florence with its present-day appearance.

Florence contains an exceptional artistic patrimony, glorious testimony to its secular civilization. Today it includes many specialized institutes and is an international cultural centre. Academies, art schools, scientific institutes and cultural centres all contribute to the city's intense activity.

The economy of Florence is based mainly on the services sector, as the city is an important commercial centre and a famous tourist destination. The traditional centuries-old banking and financial sector continues to flourish. Tourism and crafts (jewellery, embroidery, footwear, leatherwork, ceramics, wrought-iron and basket work, and lace and reproduction furniture) provide considerable sources of income. The city is an active centre of culture, and organizes periodical exhibitions and art festivals. Industry, though consisting generally of small and medium-sized firms, has fairly important precision engineering, optical, pharmaceutical, chemical, metallurgical, publishing and textile sectors.

2 Florence Case study

2.1 Case study description

2.1.1 Historical descriptive notes

From the origins to the 19th century changes

The villages continuously stretching along the ancient Via Lucchese, from Peretola to Brozzi, passing through Poggio a Caiano in the direction of Pistoia and Lucca, have a remote origin and rich history. The settlement probably dates back to the Etruscan period (VII-III century B.C.). In the Roman period (III century B.C. - V century A.D.) the plain west of Florence underwent a transformation, being divided into centuries. The deriving varied grid is still evident in the layouts of streets such as Via del Termine, Via di Rimaggio, Via di S. Pietro a Quaracchi. The first nuclei of the villages were founded in the early Middle Ages along the layout of the road which is parallel and near the river Arno. The morphology of the area underwent continuous changes owing to the recurrent floodings in a typically lake landscape. The name «Peretola» is originated by the pear-trees cultivated in the area; «Quaracchi» means «clear waters» in vulgar Latin, while the name «Brozzi» comes from the words «botro» or «botrozzo» that is to say «ditch». Around the end of the millennium the road network developed, and many churches were built along the most important roads. When the town of Prato developed, the Via Pratese was built: it crossed the plain (*la Piana*), through Campi, reaching Florence after passing through Peretola which became a strategic location at the crossroads between the Via Pratese and Via Pistoiese, where the large church of S. Maria a Peretola was founded.

The structures dating back to that time are not numerous nowadays partly owing to the destructions carried out by the troops of the city of Lucca led by Castruccio Castracani, fighting against Florence in 1326. In the 15th century the group of villages stretching from Peretola to Brozzi has been grounded, in the wake of the cultural and economic magnificence of Florence whose middle-class found new interests outside the urban walls: handcraft flourished, and the expansion of villages led to the construction of long rows of dwellings along the main roads. In the 16th century it is possible to perceive the first symptoms of the decline which went on in the 17th and 18th centuries: in that period the rich families retired once again into a policy of agricultural and territorial exploitation, and preservation of the estates. Such a social change led the Grand Duchy of the Medici's first, and of the Lorena's then, to take initiatives concerning the protection of the territory, partly owing to the damages caused by the floods of the Arno; for this reason reclamation was carried out and a more functional network of roads was established around the town. Extremely important was the construction of the Fosso Reale for the collection of torrential waters coming from Monte Morello, the embankments of the river Arno, the Mugnone and the Terzolle, and the digging of the Macinante ditch. The crystallization of rural economy stopped the expansion of the villages, which naturally declined until the coming of the industrial era; few buildings were erected between the 16th and the 18th century: some houses in rows, the Del Bene Palace, the Temperani Villa and the oratory of S. Sebastiano near S. Biagio a Petriolo.

From the early 19th century to the 1962 Master Plan

At the beginning of the 19th century an economic recovery took place, owing to the influence of the flowering straw industry, whose consequences on the territory were showed by a demographic increase, the building of new row houses, of small palaces and, in 1821, of the oratory of the SS. Annunziata in the Peretola square, a rare example of neoclassic architecture in the area. From 1842 to 1848 the Florence-Livorno railway was built on the new bank of the river Arno: with such a work the river was thoroughly regulated and canalized, and the area of the Piagge, a plain stretching on the right bank from Peretola to S. Donnino, underwent an intensive exploitation. The strong demand for dwellings clashed with a restrictive policy that did not allow the construction of new buildings and led to the subdivision of large edifices (which were already in bad condition owing to their natural obsolescence) into small flats with community sanitary facilities: courtyards and vegetable gardens were the victims of the building speculation and were occupied by the enlargement of other edifices in order to obtain low-cost houses. At the end of the 19th century, building cooperatives were constituted by the workers of the area, leading to the construction of row houses.

Around 1930 the Florence-Migliarino motorway that connects the Florentine area with the seaside was built; the military airport of Peretola started its activity, and between the Piagge and the villages stretched the new Via Pistoiese which acted as a local ring road.

Towards the end of the '50s the building sector was in full

swing: the construction of the imposing urban periphery of Novoli was started as a westward prolongation of the S. Jacopino quarter which was built at the beginning of this century; at the same time new row houses were built around the villages as their natural appendix, and new streets were opened. This indiscriminate and no rule territory occupation represents the start for the missing "identity" of the ancient villages.

In the '60s the building speculation reached the peripheral areas, completely changing their original structure: the large plain that, until the '50s had characterized the area from S. Donato to Novoli, and where the constructions of Villa Demidoff and Torre degli Agli stood out, was indiscriminately covered with high blocks of flats, resulting from private apportionments.

With the 1962 Town Plan of the Florentine municipality, the residential area of the villages of Peretola and Brozzi was destined to reorganisation and reconstruction: the regulations allowed the demolition of old, low dwellings in order to gain space for new blocks of flats, and the construction of others on the land left free, near Peretola above all, owing to its proximity to the town. The policy of reorganisation and reconstruction of those years, which was partly originated by the claims for new houses and adequate sanitary conditions, deeply influenced the structure of the territory. In 1975, moreover the municipality adopted a variation of the General Town Plan that classified the villages as Minor Historical and Environmental Centres, and therefore only allowed preservative restorations or sanitary improvements in their buildings.

Plans for low-cost housing and the '80 situation

At the end of the '70s the urbanization of Le Piagge was started through the implementation of the plan for low-cost housing.

In 1963 the municipality accepted the Zone Plan of Le Piagge. Such a plan involved an area of 1.092.880 square metres with 10.110 inhabitants. Later on, in 1973, owing to difficulties originated by the presence of sandpits, and above all owing to the necessity of building the Indiano Viaduct, the Tuscany Region required the clearing of the central residential area.

In 1974 therefore, the municipal government adopted a variation reducing the residential area to 108.080 square meters, with a total of 4.540 inhabitants. In 1979-'80, following the state allocations envisaged by Nation Law n° 457/78 (the first two years of the ten year-plan for dwellings) the implementation of two Zone Plans concerning the border area of Le Piagge was started: one concerned the Peretola-Ponte all'Indiano area, the other Brozzi-S. Donnino. The surface involved in the Zone Plans was about 31 hectares, 9,8 of which for residential lots with row housing.

Later on, following the state allocations given to the Florence municipality by Law n° 25 of 1980 (which envisaged extraordinary intervention for public housing to face the serious problems of evictions and of lack of council houses) 247.196 square metres were reclaimed and made available for building 2.960 rooms were therefore built in 618 houses, divided into five units of buildings with balconied-courtyards, between Via della Nave di Brozzi and Via della Sala: later on, in order to complete one of these buildings, a block of 33 row houses (216 rooms) was built by the Istituto Autonomo Case Popolari.

With the 1982 Law, n° 94, new extraordinary state allocations were given, thanks to which other 133 houses are being built (470 rooms) on a 10.500 square meter area near Quaracchi. In this way the quarter of Le Piagge was created, following segmented plans and the urgent need for cheap houses: this quarter therefore, owing to the lack of implementation of an adequate secondary urbanization, is in close interdependence with the old villages which are themselves undergoing a severe, general degradation.

2.1.2 Population

Table 1: Area quantitative data

	Florence	Brozzi-Peretola-Le Piagge area
Population	374.500	about 19.000
Area	about 100 km ²	6.18 km ²
Density	3.710 inhabit/km ²	3.070 inhabit/km ²

2.2 Boundaries

The Brozzi-Peretola-Le Piagge area is located in the periphery of the city, along the main road to Pistoia, which is parallel and near the Arno River. Its extent is about 7% of the whole area under the Municipality of Florence administration. The LUDA boundaries were defined by the Planning Bureau and by the local elected official responsible for the area (president of the Quartiere 5) based on the existence of physical barriers which delimit the area (railway

ad highway), but also according to the administrative boundaries of the Florence Municipality (area bordered by two municipalities which do not belong to the Florence Municipality). Another criterion which played a role is the overall “negative” perception that this area gives both to its inhabitants and to Florence citizens.

The LUDA physical borders are:

- NORTH: A 11 highway & Peretola Airport
- SOUTH: Arno River & Firenze – Pisa railway
- EAST: Firenze – Pisa – Livorno railway
- WEST: A 1 highway



Figure 1: Florentine LUDA case area (UTOE n. 3)

2.3 Administrative and decision power structure on planning

The Territory Government, according to the Italian Constitution, is a matter of “concurrent legislation”, that is the Regions have the legislative power, except that for the determination of the fundamental principles, classified to the legislation of the State.

Every Region therefore, with their own law, (for Tuscany the Law 1/2005 that replaces the old law 5/95) determines the instruments of government of the territory: management and programming instruments.

In Tuscany, the programming instruments are essentially three: P.I.T. Territorial Plan of Strategies by the Region, P.T.C.P. Territorial Plan of Provincial Coordination, P.S.C. Municipal Structural Plan. All the three levels (Region, Province, and Municipality) supply to the “Territory Management” according to what the Regional Law established; for specific fields also the *Communities Mounts*, the *Authorities of River Basin* and the *Neighbourhood City Councils* take part to territory government.

This is in attendance for *Metropolitan Cities* that will have also the inter-provincial and inter-municipal coordination task.

The rewriting of the 5th title of the Italian Constitution receives community principles like subsidiarity, adequacy and differentiation to regulate the inter-institutional relationships. In order to assure coherence and transparency in the processes, they apply collaborative methods and complex forms of relationships among the institutions and among these and the citizens.

In Tuscany the recent law 1/2005 has further on strengthened a complex autonomy and sharing system. The tension between these two components involves articulated practices found on different participative moments.

The Regional Tuscan law 1/2005 unique procedure

Any authority that proposes its plan must start the procedure of plan redaction with two fundamental actions:

- make explicit its own strategy and the basic knowledge;
- ask other public authorities and bodies for their participation through advices and suggestions.

From a formal point of view, therefore, every time the redaction of a plan starts, the authority is bound by law to proceed with participative forms in accordance with processes of collaboration.

The Florence example

LUDA falls under the Quartiere 5, or district, the largest in Florence. There are 5 districts in Florence with their own councils, elected president, and administration. The Quartieri have a consultative power, but no real decision-making power within the municipal structure. The specific responsibilities and competencies, e.g. urban planning, are exercised by the city government, represented by assessor or councillors.

The participation theme is formally treated in the statute of the Municipality of Florence, that disciplines characteristics and development [art] 4, declaring its will to experiment a system of participated relationships on subjects selected by the Administration concerns the city and the territorial metropolitan ambit and considered of particular relief and interest for the citizens and for a real popular participation.

The rule of the Florence neighbourhood councils affirms in the article 2: “in the Municipality ambit, the neighbourhood council constitutes an articulation of the Administration and contributes to the programs and objectives formulation and to their realization. The town council of Florence valorises the neighbourhood council as consultation, participation, of exercise of the delegated functions, of management of the basic services organism, foreseeing the necessary human resources, instrumental and financial resources useful to assure an organizational and functional autonomy.”

3 Diagnosis

3.1 Stakeholder analysis

The first step in stakeholder analysis was an agreed list of people, who could have some interests in Florence LUDA, identified by the researchers and the public administrators' involved in this phase of the LUDA project: the Municipality of Florence and the Neighbourhoods No 5.

The first list of the potential stakeholders included about twenty-five organizations. According to their decision power in the LUDA redevelopment and rehabilitation process they can be classified as it is showed by the following table:

Table 2: Stakeholder general list

PUBLIC STAKEHOLDER WITH DECISION MAKING POWER	STAKEHOLDER WITH DECISION MAKING POWER¹	ORGANISATIONS
Comune di Firenze Florence Municipality Regione Toscana Tuscany Region Autorità di bacino del fiume Arno Arno river Authority	Aeroporto di Firenze Florence Airport Local investors Investors from outside Autostrade per l'ITALIA National highway society Trenitalia s.p.a. National Italian Railway	Circoli ARCI di Peretola Circoli MCL Pubbliche assistenze Comitato del Borgo Comitato FI-Nord Associazione 334 Commercianti di Brozzi Comitati autogestioni Navi ANPI Comunità delle Piagge Parrocchie Sezione Soci COOP Istituto Comprensivo Paolo Uccello Istituto Comprensivo Manzoni-Baracca Botteghe del Borgo Botteghe del Borgo Il Direttore del C. C. Le Piagge Associazione il Muretto - WWF Abitanti zona Peretola Comunità cinese Presidente Comparto Produzione CNA Consigliere comunale Governatore della Misericordia di S.Martino a Brozzi Referente via di Peretola

In spite of various attempts to involve all the previous categories of stakeholders, the participation process involved only a smaller group, maybe because of the scepticism of some stakeholders, disappointed by previous participatory attempts. As a matter of fact, after the first two meetings, only 15 people regularly attended the meetings organised by the

¹ They have the power to produce direct effects in LUDA reality; they have mainly an economical power which can be exercised within the administrative and regulatory framework.

Neighbourhood No. 5 and the researchers and became a consolidate group. They mainly belong to social and NGO organizations.

3.1.1 The participative goals in Florence LUDA experience

The goals of the participative experience for the Peretola-Brozzi-Quaracchi-Le Piagge areas are:

- To identify problems and specific needs of the community;
- To identify and to define re-qualification general and specific goals of area, according to different intervention themes;
- To use and to exploit, even in proposal terms, the specific area knowledge of the citizens and organizations, in order to improve the re-qualification programme contents;
- To make use of the stakeholders' knowledge and to widespread this knowledge to more citizens about the different kinds of starting processes and actions (through the preparation of participation "places" and of local information networks);
- To increase the citizens level of confidence with the institutions through a subsequent consensus building up;
- To build up the statements for the construction of a settled, organized and systematic participation of citizens and organizations;
- To build up a control and a local monitoring system for on going and "ex-post" phases of building actions.

3.1.2 Identification of the participating actors

The actors taking part in the experimenting procedure, started in the Florence LUDA area, are:

- *The political decision-makers*, represented by the President of the Quarter n°5, always attending to working meetings and, as a result, a privileged researchers' interlocutor;
- *The participation technicians*, two researchers, one of them even with the role of meetings *facilitator*;
- *The stakeholders*, composed by institutions, associations, etc. whose activities are developing inside the area. Their identification was done through the application of an indirect-political model.

3.1.3 Used tools and techniques

The strategic goal of the participative experience, started in Florence LUDA, was to establish a permanent group of stakeholders which could take decisions monitor and control actions.

All these things were possible thanks to the way the meetings were conducted, taking into account the participation liking that we wanted to obtain. The mainly used technique was the *Nominal Group Technique*, considering that the most suitable participation liking, for the construction of the "local" contribution to the re-qualification process of the area, was the

Collaboration/Active Involvement². This choice was done for several reasons. First of all, inside this large part of Florence there are strong and active associations which obtained, during the years, a high degree of knowledge in facing with social, economic, environmental and urban problems. The enormous knowledge and experiences as well as the qualifying aspect of contributing to increase the common welfare were important to make actively contributing the local actors in the area development process.

Another element, which brought to the Collaboration/Active Involvement, was the time; it was foreseen the construction of a re-qualification strategy in two years (the time LUDA research foresaw) and this allowed to experiment a “deeper” and a “more intense” participation than what has been done till today.

Finally, Florence local administration wanted to experiment, with the LUDA project, processes and participative techniques which could effectively bring to shared choices with the population, being developed the consciousness that the political will could not be imposed, otherwise there would be reserves and criticisms which could even paralyse the public proceeding (with the relative economic and social costs). The shared Programming and Planning with the local stakeholders is considered a “*conditio sine qua non*” takes off the urban areas re-qualification process, which have more problems than the rest of the city.

3.1.4 Organisation of the working group

Besides the creation of the local stakeholders group, it was necessary to create a research group and to identify a facilitator, an expert in participation, able to co-ordinate the meetings and conscious of the LUDA research and of the Florence reality, as well as a well known person by the scientific community and a reliable person among the Florence local administration.

All the previous characteristics can not be easily concretised in one person: however, in this case, where the procedure has a high experimentation degree and it has a lack of funds for the participation technicians group creation, the presence of a reliable co-ordinator makes possible to activate the participative procedure, its development and the gaining of concrete results. The whole procedure consists in these aspects and phases:

- Identification of the specific participative experience goals;
- Identification of the real participation will for the specific case;
- Identification of the local stakeholders participating to the process;
- Application of tools for crediting of local actors;
- Application of actions for creating a “group” with the relative shared visions;

² With the Collaboration/Active Involvement there is an approach to the concept of empowerment, that means to the concept of acquisition of a significant power of influence on the changing by who was originally without due to a lack of access to the decisions, to financial resources, to information, to the expression and communication possibilities, etc. Normally, this change in power happens thanks to a partial assignment of power from the decision-maker, who as a “neutral entity” decides to promote a process of common work to define the problems and the possible solutions. In other cases the “push” could be “bottom up”, from external groups to the decision process which becomes interlocutors participating to the process.

The cooperation and involvement level actives and hypothesis of “partnership” among all the actors having some resources to play. In a partnership, all the partners are at same level and they have equally to offer and to exchange in terms of resources quantity.

- Sharing of the necessary information so that the stakeholders could develop their own proposal of re-qualification goals;
- Elaboration of meetings results and feedback of such results to the local stakeholders/actors;
- Building up of a document which could represent the idea of the group;
- Presentation of the results to the public.

3.1.5 The stakeholders' crediting

The stakeholders' crediting was based on the indirect political model. In this model, who is going to join the stakeholders is a decision handled by the decision-maker according to some established criteria, especially political ones.

The researcher has to verify that all these criteria have been applied and his analysis is limited to what has been identified in the evaluation procedure explained and applied in the Florence LUDA.

3.2 The stakeholders' activity

The stakeholder group met about fifteen times from the November 2003 until end 2005.

During the meeting several items were discussed, like the problems and the potentials of the Florence case, and especially the objectives to be pursued in Florence LUDA rehabilitation and redevelopment process.

The Dipartimento di Tecnologie dell'Architettura e Design (TAeD), of the Università degli Studi di Firenze, and the Comune di Firenze (COMFI) have had several meetings with the stakeholders group in order to elaborate and discuss their proposed objectives to pursue for improving the quality of life of the Florence LUDA area. TAeD supported and gave the methodology to the stakeholder to individualize and to formulate the main objectives and to classify them in general, strategic, operative objectives. TAeD also supported the individualizing of the most important actions owing to LUDA sustainable development.

The list of objectives and actions duly classified, produced by TAeD and COMFI, is the result of six meetings with local stakeholders. The main topic for these six meeting was the same. After the first four meetings, the researchers elaborated the proposal of a common document which was presented to the stakeholders' group. According to the stakeholders' observations, the researchers produced a new version of the document which was presented during the sixth meeting. The final document was approved by all the participants.

On July 1st the Urban Planning bureau director presented the Florence Structural plan (adopted by the City Council on April 2004) to the stakeholder group. During the local actor's conference, the stakeholders explained to the Municipality and to all the LUDA inhabitants the work they made within the LUDA research till now, and their expectations and requests as well.

3.3 Comments

The main result of the stakeholder group activity was a shared proposal about the objectives to be pursued in order to improve the quality of life of the LUDA inhabitants.

The document on Florence LUDA stakeholders' objectives was presented and discussed in a public conference on February the 4th 2005. The public conference was the occasion to illustrate and to explain to the city Government representatives and to the population of Florence Case study area the work done by the local stakeholders group in collaboration with the local political administrators (Neighbourhood 5) facilitated by the researchers from TAeD and COMFI LUDA project. A list of requests was presented as well.

The public meeting in February stimulated the inclusion and the participation in the decision making process, for planning and programming in the area, also of the more sceptical stakeholders. The reason of such scepticism was due to their participation at a previous planning activity based on "*Partnership*" in which they expected better results from the collaboration with the Municipality.

One of the reasons of the conference success was due to the increased cooperation and mutual understanding within the stakeholders' group and between stakeholders and the municipality. Of course the positive and proactive role of Municipality was crucial.

As further result of the LUDA group work, an "observation"³ was presented to the adopted Structural Plan of Florence. This observation concern several aspects both on city level and on UTOE⁴ (the LUDA area) level.

After that, will be open a **table of confront** and **concert** with the Florence Municipality. The expected results should be the identification of "**participated objectives and actions**" to improve and goal orient the planning activity of the Florence Municipality. Some actions should be used as inputs to the *Structural Plan* and to *Planning Regulation* (the forthcoming Master Plan) of Florence. As a matter of fact the stakeholder group is becoming a pressure group with an indirect but relevant power to influence the public administration.

3.4 Problems and potentials

The following sections regarding problems and potentials are the results of the local stakeholders point of view, of the qualified technicians one and of area experts one. In attachment n° 1 to the present deliverable we can find the list of the objective for the Florentine LUDA redevelopment identified by the local stakeholders involved in the LUDA research where there is the only the local stakeholders point of view about the problems and potentials of the area.

3.4.1 Problems

The Florence LUDA is not a homogeneous area. Some historical villages are present as well as old industrial plants no more working an old incinerator big and heavy infrastructures,

³ The "observation" to the Structural Plan (part of the Florence Master Plan) is, according to our rules, the way that citizens have to directly participate at the planning and programming public administration choices.

⁴ UTOE is the acronym of *Unità Territoriale Omogenea Elementare* that means "Elementary Territorial Homogeneous Unit".

disqualifying activities consuming large territory portions, waste land polluted, water courses, areas devoted to reduce the flood risks, industrial zones. The result is an area suffering for many kind of problems (social, economical, environmental, physical, etc.) which produce a vicious circle of decline and segregation, and endowed of a negative image unable to attract people or investments from other parts of the town territory even if some economic parameters could be favourable.

Socio Cultural Conditions

The presence of different ethnic communities produced rapid and radical changes in the local social structure which produced effect on lifestyles and cultural interests. The original inhabitants of neighbourhood 5 are trying to re-define their own lost identity as a community as well as a territory; such situation is due to:

- Lack of, or insufficient, sense of identity of the villages;
- Separation among Italian people communities living inside the LUDA (e.g. Le Piagge, Brozzi, Peretola);
- Isolation, lack of integration among different ethnic communities.

Closeness towards “others” stressed and improved by the lack of free place or recreational structures suitable for aggregation especially during the leisure time. The problems especially recognised by the stakeholders in this field are:

- High and increasing percentage of aged people;
- Large Chinese Community: a large number of Chinese immigrants (who are the most numerous communities in the metropolitan area) are present in the area
- Lack of social integration: two main feature of the Chinese community are relevant: it is economically competing with the local Italian community; and it is adverse to social integration with residents.

The social integration is a problem also between the people from the ancient villages and Le Piagge's: these two different parts of the LUDA area don't communicate with each other due to the road barrier they have among them. This takes to some social initiatives which, sometimes, are in contrast or are overlapping. Moreover there is a scarcity in the area of place of aggregation like public space with suitable street furniture.

- Inhabitants low trust in participation activities.

In spite of the traditional civic participation, at the LUDA project starting, the inhabitants have been showed a sort of distrust in the LUDA participation process, due to some previous not fruitful experiences.

Community and Institutional Capacity

Few social institution and organisation perform their activities in the area. Public institution, developing relevant actions, is present as well. The problem to be underlined it is not the lack of actions, but the need of coordination within the city administration and among different voluntary and private association (like religious organisation).

Economic Conditions

The main economic trouble, recognized by the stakeholders and the Municipality as well, is a generalized economic decay especially felt by the commercial and productive fabric formed by small shops and craftsmen whose economic strengths are not enough to bear the refurbishment cost required by the new technological and administrative regulation (e.g.: many shops and workshops need an heating system, new electric equipment, new furniture, new signs etc.) and by the high level of competition with more up-to-date and attractive commercial structure, like the supermarkets, mega-stores and malls recently sprung up in the surroundings which, at the same time, are able to sell at lower prices, to provide customers of a bigger variety of goods, of a pleasant environment, of large parking spaces, of easy access and of cultural, recreational and leisure time activities.

As a result, during the last few years, the commercial activities in the two main LUDA historical villages reduced from 44 to 15 in Brozzi with a lost of about 66%, and from 49 to 29 in Peretola with a lost of about 41%. Even if the phenomenon is investing both the Florentine and the national commercial structure, such data are strongly above the municipal and the national average level.

The most recent productive plants (1970s), located near the new via de' Cattani zone, were implemented without programmes or plans. The result is a chaotic settlement following no economic or territorial logic structure. They are mainly managed by Chinese businessmen who normally don't respect the administrative and fiscal legislation as well as labour regulations and rules. This produces a gap between the Chinese productive community and the local one which suffers from the effects of an unfair competition. In addition it is to be noticed that the revenues earned by Chinese people have no positive effects on the local territory and community, but remains inside the Chinese community, are sent back to China or are spent in the big mega-stores or commercial centres.

From the point of view of the building sector the land ownership is fragmented and no big investors or promoters are present in the area. Rehabilitation and redevelopment process are not possible in a spontaneous way. Land or building owners are interested only in refurbishment processes at the level of each single building. It is possible to involve them in a wider process at the urban level, only if a public-private partnership (among public agencies and large private companies) can be organised and developed in advance and a possibility to join it is left to the little owners.

Any attempt to improve the low level of the quality of life is fruitless without a re-organization of both physical structures and socio-economic organization.

Environmental Conditions

The main environmental problems of the area are:

- Air pollution;
- Water pollution;
- Soil pollution;
- Noise pollution;
- Periodic floods.

Such phenomenon is the result of several causes. A big trouble is the high level of traffic which produces air pollution. The area is delimited and crossed by some important road

infrastructures which are not equipped to prevent noise/air pollution. As a consequence, near that road, there is an air pollution phenomenon caused mainly by the heavy traffic of some activities present in the area.

Other relevant specific environmental troubles of this area are noise pollution due to the airport and to the vehicular traffic along the main roads, and the risk by periodic floods. Moreover, the pollution of the various water courses due to sewage produces bad smells too. The area is studded with polluted soils. This phenomenon has caused by: a) the use of this area (especially referring to Le Piagge) as dumping for the northern productive activities; b) the waste deposited inside the "halls" of Le Piagge during the Arno flood of 1966.

As an aggravating circumstance, the few green areas are poor of trees: it means that there is no or little possibility to reduce urban air pollution.

Urban Structure

The internal large roads represent a problem as they mainly are heavy infrastructures which separate the area from the rest of the city and produce subparts of the area which don't communicate even from an urban point of view.

A considerable related problem is the high level of traffic, which produces, besides air and noise pollution, two main effects:

- It divides the area in two parts;
- It is the cause of a high number of accidents.

The inner mobility of the area represents a problem as far as it is only based on private cars. Directly related to the use of cars there is another problem: the lack of parking for residents, especially felt by Peretola and Brozzi inhabitants. There, in fact, more specifically along Peretola and Brozzi streets, this lack of parking involves vehicles parking at the sides of the roads where parking is not provided and there is insufficient space. This causes a high risk of accidents for pedestrians and disabled people that are forced to pass almost in the middle of the street. The mobility system depends too much on the Pistoiese street, causing an increase in traffic there. In fact, the Piagge inhabitants who need to get to the internal parts of Le Piagge, must necessarily pass through the Pistoiese street.

There is a great deal of building decay: in small boroughs due to scarce maintenance, in Le Piagge due to the low quality level of social public buildings which has also caused some problems in internal environmental comfort.

The area is lacking of equipped and protected green spaces and has bad maintenance of the few existing green areas (for example the cutting down of most of the trees along the Pistoiese and Pratese streets which were never replaced). This lacking is extremely felt by local community.

3.4.2 Potentials

The potentials of the area are perceived in having a mission useful for all the city of Florence and for the metropolitan area.

Urban Structure

- Being the link between Florence and the metropolitan west area;
- The presence of a system of historical villages, provided with a beautiful and artistic building heritage, is an urban potential and it could be developed as an economical resource;
- Suitable areas are present for promoting a park along the Arno riverside. The park could enhance community feelings and safety towards the river and create urban spaces which should improve all the area being an attraction for all the city of Florence;
- Exploiting of the railway as a daily transport facility.

Environmental Conditions

- The Arno riverside planning could help to improve the whole area air quality situation;
- Possibility to build a very long cycle path which could link the centre of Florence with the Piana and the Renai, decreasing the use of private cars and consequent air pollution.

Economic Conditions

- Recovery and use of disused Piagge's zones to insert the needed facilities and urbanizations raising up the urban design quality and hopefully becoming a pole of attraction for the whole city;
- The possibility to create a tourist route within the ancient villages parishes;
- The possibility to have a "natural commercial" centre within the villages putting some particular thematic market in the squares and retraining the present shops;
- Redevelopment of the industrial sites that meets the needs of railways industrial and business activities;
- The presence in the area of numerous handcrafts (masons, plumbers, carpenters, installers) and project studios, could facilitate the establishment in the area of a specific and more qualified kind of activity, with reduction of work movements affects, employment increase, tested and fiduciary relationships and so also advantages in cost terms.

Community and Institutional Capacity

- People who live in the area are really interested in an active participation on the improvement process.

The identification of pockets of problems and potentials is the result of the problems and potentials analysis pointing out where there is the presence of more problems standing on

the same sub-area (that problems could be economical, environmental, social etc.) or where there is the presence of some important potentials for the redeveloping of the area (figure1).

POCKETS OF PROBLEMS IN FLORENTINE LUDA AREA

1. Ex waste destroyer area. It is a brownfield area with the big destroyer building which has to be reconverted or demolished;
2. Le Piagge area. It is the area with the low-cost housing called "Le Navi". It is characterised by a poor building quality and, above all, a scarce urban quality in the empty area between the "le Navi". There is a lack of equipped green and the presence of polluted soils;
3. The Pistoiese Street. The Pistoiese street is the bigger one, and with the most presence of vehicles traffic, of the LUDA area. It is a physical barrier and a source of noise and air pollution. Moreover there is a perception of scarce safety for the people who want to cross it.
4. Ex industrial area. Here there is the presence of some industrial sheds not more in functions. In this kind of building, actually, there are a lot of Chinese people that, often, don't observe the hygienic-sanitary regulation.
5. Industrial area. Here there is a low building and urban quality.

POCKETS OF POTENTIALS IN FLORENTINE LUDA AREA

6. Multifunctional railway centre. This centre could become a "centre of excellence" for the research in the railway sector. It should also help the developing of the surround industrial sites;
7. The historical villages. The villages of Peretola, Quaracchi, Brozzi have a relevant historical and artistic heritage and this characteristic could be developed in order to become a tourist attractiveness. Another possible development could be found in the way to "build" a natural commercial centre restructuring the small commercial activities actually present and trying to insert others new;
8. De Carlo project: Le Piagge Park. The area whole area could become a big park. It should bring to a real improving of the urban space and it may become a pole of attraction for the entire city (connection with the Cascine park, through a cycle path: it could become a parks system). The park will help to redefine a new relationship with the Arno river.
9. The "Le Piagge" Railway station. The station should bring to a reduction of private cars utilization and to a consequent decreasing of the air pollution.

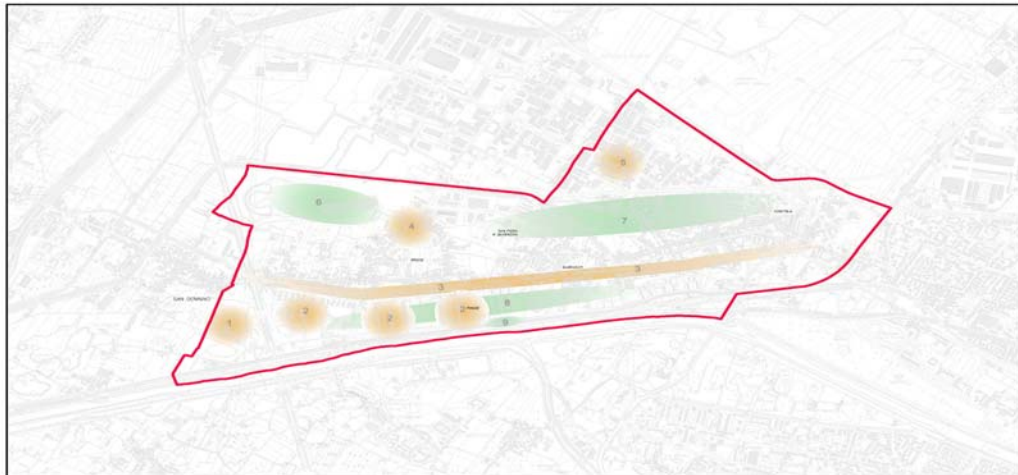


Figure 2: Brozzi-Peretola Pockets of Perceived Distress and Potentials

3.5 Lessons learnt/Experiences

The stakeholders' work has brought to an Observation to the Structural Plan, and this kind of administrative procedure could bring some practical relapses on the area programming and future. The eventual relapses will be generated by a participative procedure in which the area inhabitants have been proponents and they have recovered an active role. This kind of procedure should be taken into consideration in other large area regeneration process. However, it should include all relevant stakeholders, which is not actually the case e.g. lack of involvement of the private sector. This can relate to the scepticism of some stakeholders disappointed by earlier efforts of partnership with the municipality. Therefore the challenge of gaining and maintaining the trust of stakeholders remains for the municipality.

4 Visioning

4.1 Scenarios and visions for the area

The visions developed for the area aim to a new harmonic identity and a widespread redevelopment of the Florentine LUDA. Two possible redevelopment scenarios can be listed; these are not necessarily alternative and they need a bigger integration effort. The first one has been developed by the local stakeholders and is pointed out with the following four points:

1. *The valorisation and revitalization of the historical villages*, which has to happen not in a “closed” way, tight only to the memory and to the maintenance but has to happen in an “open” way to the innovation, requiring interventions of restoration, but even using new technology to support new tourist route, bringing in the area city events, asking that come involved subjects as the Florence Airport in a more tightened relationship with the territory;
2. *The reconstruction of the links with the Arno river*, making enjoyable and attractive its banks on which could flourish activities and new occasions of meeting and of work. The Arno river and its banks are able to constitute an element of strongly relationship between the parts of city that is overlooked long its flow;
3. *The green areas restructuring and reorganization in relationship with the metropolitan area*: restructuring as afterthought and expansion. In Le Piagge area there are diffuse and substantial green areas as in nowhere in the rest of the city, but there are few qualified. These green areas have to acquire by degrees the “status” of park: the Piagge park should integrate with the Cascine and with the Argingrosso, and should reconnect - across the footsteps and the cycle paths - with the parks of the Piana wrapping up the built and protecting it;
4. *The human presences valorisation as areas peculiarities*, the thick net of associations and the presence of different ethnic group and origin is by now part of the identity of the area: there is the need to imagine meeting place and of interethnic initiative.

The second scenario arose from the project (graphic and formal) of the public administration assigned in 2001 at the famous professional studio of arch. De Carlo, so that it could promote the recovery of the LUDA area, also known as the “De Carlo project”.

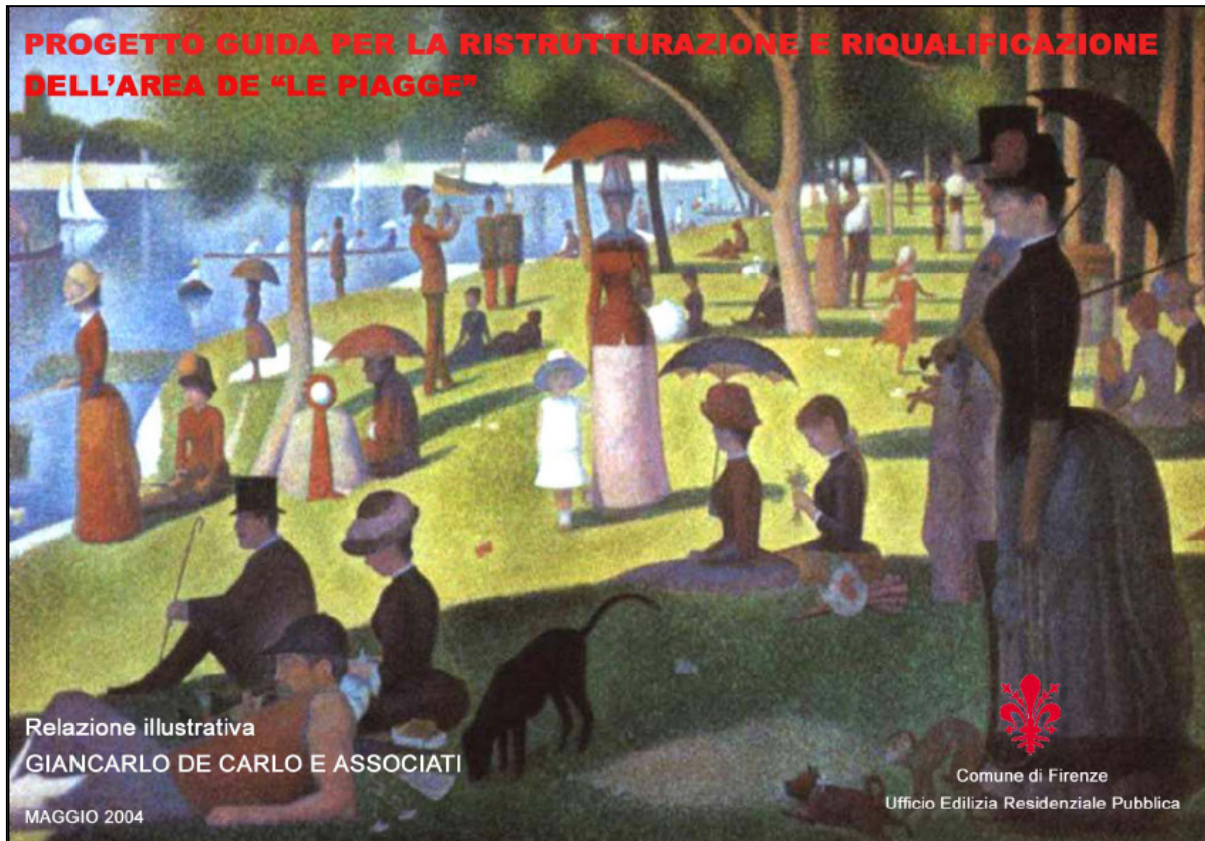


Figure 3: De Carlo guide project cover

The scenario promoted and illustrated by the "De Carlo project" is to change the Piagge into a desired destination for Florentine citizens, in that this zone will offer urban and environmental resources that cannot be found elsewhere. This aim could be reached through the creation of a "river park", a place where people can enjoy nature, sports, recreational facilities and human intercommunication.

The main reasons for this scenario are:

- The north part of the Piagge territory is parallel to the urban zone bordered by the Brozzi and Pistoiese streets, which have morphological characteristics that are much less adverse than those of the new inner expansion zones, in fact they will surely preserve the unique Florentine aspect that is considered precious for the identity of the city.
- The Piagge territory is at the moment an extension of the Cascine park area (Arno river), which beyond its evident borders, continues at length to the Renai Park, and further up to the mouth of Arno. The vocation as a park of this long territorial strip is evident: a park often disseminated with buildings and sometimes interrupted by residential settlements and services of urban and regional interest; which are sparse but interconnected by the principal road network, the railway, and by a dense network of pedestrian and cycling trails.
- The Piagge territory, once the pollution has been removed, therefore would offer a remarkable expanse of free space in which some general services could be installed, which are currently insufficient or do not even exist in the city, neither in its central area nor further away.

The De Carlo guide plan therefore foresees the elaboration of a preliminary project of the park that defines some suitable proposals, focusing especially on the following:

- The cleaning up of the soil;
- The planning of the vegetation: localization, choice, treatment, re-use of the uncultivated and rubbish areas;
- The connection of the territory with the Arno River.



Figure 4: De Carlo guide project layout

The Piagge landscape presents various aspects of degradation that the plan will face with the following means: reclamation of the grounds; naturalistic recovery of the abandoned and uncultivated areas; increment of the vegetation systems; insertion of new territorial activities in some of the empty spaces; extension of the recreational sports spaces and their interconnection in order to achieve results to be enjoyed by the entire city.

The De Carlo project has been presented to the local stakeholders and has been well received. However, the efforts of integrating the visions together remain to be done.

4.2 Goals and objectives of the development

The objectives of the development identified by the local stakeholders are described and referred to the quality of life diamond in the attachment n° 1 to the present document. The local stakeholders have a development vision strictly linked to a public intervention finalized to obtain facilities (sport, green equipment spaces, schools, etc.), to retrain all the public spaces (squares, empty spaces near Le Piagge, etc.) and to find a solution concerning the traffic and soil pollutions. No increase of new private building (residential or commercial) is required. The goals and objectives for Brozzi-Peretola, according to the 5 dimensions of quality of life, are summarised as follow: the airport extension and the development of ecological tourism (economic conditions), the historical and cultural identity, the reorganisation of the urban structure, the housing offer and the infrastructure connection, and the development of socialisation activities (urban structure), the green connection, the flood protection, the preservation of natural resources (environmental conditions), and finally the social integration and social cohesion (community and institutional capacity).

The De Carlo guide Project has the environmental theme as base (the park, the river, green spaces, etc.), but previews also an increasing of residential and receptive functions “opening spaces” also to private investments and support in developing public facilities.

4.3 Alternatives for the development of the area

We could summarize that in the area there are two development alternatives:

- One, identified by the local stakeholders, that previews a strong public intervention in having facilities and urban retrain with no increase of building density;
- The other, identified by the De Carlo Guide Projects and mainly based on environmental theme, that previews also some private interventions and private “help” in financing public facilities.

4.4 Lessons learnt /Experiences

The lack of leading objectives or consensual environmental criteria makes it difficult to integrate the visions and objectives of various stakeholders (including the administrative bodies) in the planning process. This difficult integration makes the goals and objectives uncertain and can affect the success of the development options, especially when not all problems are reflected in these goals and objectives e.g. socio-cultural conditions. Their effects will be difficult to assess and monitor. It also leads to a sectoral approach toward improving quality of life, which could become more integrative with the development of an area programme like the one proposed for the Brozzi-Peretola LUDA. Furthermore, the integration of the two visions for the area remains to be done.

5 Programming

The improvement programme is the core of a rehabilitation and development process. A concretion of the programme by clear priorities and major activities will be the effective way of formulation.

Priorities were defined by stakeholders and include a range of possible activities. But the programme should be flexible and give room for further detailing and changes in the progress of the joint learning process.

Finally the designed programme has to be scrutinised in relation to expected impacts. This ex-ante evaluation should provide information about the most suitable way of development.

5.1 Formulated programmes, projects and plans and their major activities

Following the major programmes, plans and their major activities scheduled. For every argument are identified their general and specific objectives referred to the quality of life diamond dimensions and all the available useful information.

Cascine-Renai cycle way

Objectives:

- access to income, employment, education and health
- good quality of cityscape, positive attitude and perception
- good quality of urban design, townscape, infrastructure and housing
- link of Cascine park to Renai park in Signa Municipality to aid ecological tourism growth.

Action:

Realization of the Cascine-Renai cycle way supplied with break and trekking facilities.

Responsibility:

Signa Municipality and Florence Municipality

Costs and resources:

Costs: unknown, Resource: regional financial funds.

Indicators to qualify and access the reached objectives:

- Executive design of key Cascine-Renai cycle way approved by the two municipalities.

Requalification of via dell'Osteria

Objectives:

- good quality of cityscape, positive attitude and perception
- good quality of urban design, townscape, infrastructure and housing
- reorganization of the urban structure at via dell'Osteria

Action:

Realization of an urban block between via Pistoiese and via dell'Osteria, composed by residential and commercial buildings. The area will be equipped with public gardens and sports facilities, rest zones and aggregation spaces for social and cultural activities.

Responsibility:

Florence Municipality and private stakeholders

Indicators to qualify and access the reached objectives:

- Square meters of equipped green and sports facilities built

Multifunctional Dynamic Railway Plant

Objectives:

- access to income, employment, education and health
- good quality of cityscape, positive attitude and perception
- good quality of urban design, townscape, infrastructure and housing
- Make the area interesting from a technological point of view and create a link with the close important scientific center in Sesto F.no Municipality (the university scientific pole).

Action:

Building of a Multifunctional Dynamic Plant fitting with Experimental Centre for research and test on rolling stock and Office district.

Responsibility:

Florence Municipality, National Railways

Indicators to qualify and access the reached objectives:

- N° of administrative acts useful to develop the project done/approved every six months

Minor historical centre valorisation

Objectives:

- good quality of cityscape, positive attitude and perception
- good quality of urban design, townscape, infrastructure and housing
- Improvement of the historical and cultural village identity and discovery the ancient urban textures through recovery interventions of the external space (roads, parking, green and so on), of economic and social revitalization and reinforcement of tourist cultural functions.

Action:

Upgrading of public spaces and the creation of a tourist and cultural route that allow the discovery monuments, art factories and interesting urban places.

Detailed actions are:

- Restorations of monuments
- Renovation of roads and squares
- Widen the platforms
- Plant new trees
- Create new pedestrian and cycle ways
- Valorization of trade activity (merchants)

Responsibility:

Florence Municipality

Costs and resources:

Costs: € 7.385.334, Resource: regional funds

Indicators to qualify and access the reached objectives:

- Approval of urban design
- Square meters of recovered public spaces

Minor historical centre social recovery

Objectives:

- access to income, employment, education and health
- Minor historical centre social recovery through a political integration of the big Chinese community.

Action:

Actions to reduce the scholastic neglect and actions for the integration and the regulation of work activity (above all for Chinese Community)

Responsibility:

Florence Municipality, Chinese community

Indicators to qualify and access the reached objectives:

- Number of meetings with the Stakeholder of the Chinese Community
- Number of the pupils leaving the primary school before the regular end (general-Chinese people)

Multiethnic villageObjectives:

- access to income, employment, education and health
- Social integration of immigrants in the metropolitan area. The village wants to promote both the dialog between the different ethnic groups in the way to contrast the culture of separation, end the contacts and the occasions of changes with the population's Florentine area.

Action:

Realization of a Multiethnic village as a meeting, aggregation and socialization place for immigrants from different countries in Peretola zone.

Responsibility:

Florence Municipality; Tuscany Region; Local Association; Confcommercio.

Costs and resources:

Costs: € 3,75 millions, Resources: Public Regional funds

Time schedule:

The Peretola inhabitants don't agree to host the village

Indicators to qualify and access the reached objectives:

- Approval of project by the Peretola citizens
- N° of activities built together by different ethnic groups

Neighborhood Contract (1)Objectives:

- access to income, employment, education and health
- strengthen of social cohesion through social purposes of aggregation.

Action:

Realization of public utility facilities like children's recreation centre room, seniors' centre and other social aggregation spaces like gymnasium, youth centre and some community vegetable gardens

Responsibility:

Florence Municipality

Costs and resources:

Costs: € 3,5 millions, Resources: from "Neighbourhood contract" program, from "Experimental Construction" program and from "Urban recovery " program

Indicators to qualify and access the reached objectives:

- Square meters of public facilities realized

Neighborhood Contract (2)Objectives:

- good quality of urban design, townscape, infrastructure and housing
- Improvement of the liveability and healthiness of the social housing.

Action:

The renovation and recovery of two social emergency dwellings. The interventions include the reinforcing of the support structures, the renovation of the exterior walls, the inclusion of central air system, the restoration of the utility system as well as structural changes that will increase the number of units (from 280 to 312)

Responsibility:

Florence Municipality

Costs and resources:

Costs: € 8.000.000, Resources: Public Funds Homes for temporary inhabitants transfer € 7.425.100

Indicators to qualify and access the reached objectives:

- Square meters of recovered public housing
- C° temperature inside the apartments in summer period

Neighborhood Contract (3)Objectives:

- Active participation, social cohesion, community involvement and social justice.
- Improvement of the liveability and healthiness of the social housing.

Action:

Realisation of a space to facilitate the collaboration among citizens: "district's working centre" for the active participation in social and economic development process in the territory.

Responsibility:

Florence Municipality

Time schedule:

Begin: January 2000

Costs and resources:

Costs: € 1.000.000, Resources: public funds

Indicators to qualify and access the reached objectives:

- N° of projects developed in this spaces by local stakeholders
- N° of NGOs and citizens that participate to the activities developed in this space

New road via dei CattaniObjectives:

- good quality of urban design, townscape, infrastructure and housing
- Inversion of tendency to the mobility paroxysm and improvement of the infrastructure connection with the north industrial area going round the Brozzi neighbourhood.

Action:

New connecting road between the historical centre system and the Osmannoro (north industrial area) which links to the Firenze-Mare highway.

Responsibility:

Florence Municipality

Costs and resources:

Costs: not available, Resources: public and private

Indicators to qualify and access the reached objectives:

- Traffic alleviation in via Pistoiese
- Spent time to connect the Brozzi and San Donnino neighbourhoods with the north industrial area.

River ParkObjectives:

- Healthy, clean, safe and attractive environment
- good quality of urban design, townscape, infrastructure and housing
- Link of Cascine park to Renai park in Signa Municipality to aid ecological tourism growth.
- Make the Arno river a spine of achieving links between the other big parks and also the connection between green spaces and empty/dismissed areas.

Action:

Arrangement in park of the Arno banks

Responsibility:

Florence Municipality; Tuscany Region; WWF; Confcooperative

Indicators to qualify and access the reached objectives:

- Approval of park project by Municipality
- Square meters of park realized

Management of the River ParkObjectives:

- Active participation, social cohesion, community involvement and social justice;
- Successful economic activity, employment, investment and functioning of property market.
- Realization of economic and facilities park management.

Action:

Create a public action society, with a minority collaboration of private partners, busy in the economic and facilities management of the River Park

Responsibility:

Florence Municipality; WWF; Confcooperative

Indicators to qualify and access the reached objectives:

- N° of participants in the public-private park management society

Ex Gover ProgramObjectives:

- Successful economic activity, employment, investment and functioning of property market;
- good quality of urban design, townscape, infrastructure and housing
- Regeneration of the area (31.720 square meters of brownfield); increasing the offer of housing too.

Action:

Construction of public and private housing, trade places, a kindergarten, new road conditions, public parks and parking areas.

Responsibility:

Florence Municipality, private investors

Time schedule:

- First phase (1998/2004): 120 private houses in court buildings and a commercial centre with public facilities.
- Ending phase (2004/2006):rest of the program

Costs and resources:

First phase costs: € 23.000.000; Resources: private investment

Ending phase costs: € 18.276.000; Resources: public investment

Indicators to qualify and access the reached objectives:

- Number of public houses – Square meters of public spaces
- Square meters of reclaimed areas

Expansion of Amerigo Vespucci International AirportObjectives:

- Successful economic activity, employment, investment and functioning of property market;
- Improvement of international air traffic safety conditions and growing of the airline flow.

Action:

This project for the Amerigo Vespucci airport regards the expansion of the taxiway and the development of the logistic supplies and air traffic control.

Responsibility:

Florence Municipality, public/private society of the Amerigo Vespucci airport.

Time schedule:

Two phases are foreseen:

- 2001-2006: buying of the areas for the expansion of the airport, construction of the taxiway, and relative urbanization works;
- 2006-2010: new silos parking, new aerostation and recovery of the operative building.

Costs and resources:

€ 28 millions for the first phase and € 36 millions for the second one, Resource: private society of the Amerigo Vespucci airport.

Indicators to qualify and access the reached objectives:

- Number of square meters of taxiway realized
- Number of planes landed per year

Schedule of action “Natural protect areas”

Objectives:

- Healthy, clean, safe and attractive environment
- Preservation of particular naturalistic resource (humid zone that are the habitat of protected kinds of birds) and their valorisation through the regulated public enjoyment

Action:

Definition and Institution of Natural protect areas of local level in the plane

Responsibility:

Florence Municipality; Florence Province

Indicators to qualify and access the reached objectives:

- Square meters of local Natural protect areas

De Carlo Guide Project

Objectives:

Production of a positive district image through the recovery of the whole Piaggia area-including also the ancient villages- through the setting up of an urban naturalistic park.

Action:

The project should be based mainly on the following three issues:

- Soil reclamation;
- Transformation of the untilled lands and brown fields in attractive green spaces;
- Instauration of a positive relationship between the territory and Arno River.
- Population participation has been required.

Responsibility:

Florence Municipality, citizens association, private investments

Time schedule:

After a process of information and approval by public opinion, the guide project has been presented on May 2004. The preliminary project will be presented during 2006.

Indicators to qualify and access the reached objectives:

- N° of acts approved for the developing of the guide projects
- N° of private investors interested in investing this area

Area Programme

Objectives:

- Active participation, social cohesion, community involvement and social justice;
- To secure more high levels of feasibility and coherence, increasing the control and improving the expectations.

Action:

The Municipality of Florence has approved in May 2004 the formal act for the elaboration of the area program. At this time, the deliverable action is to develop and to test the applicatory methodology of the programme on the LUDA case study.

Responsibility:

Florence Municipality, Florence LUDA research team

Time schedule:

- First phase: approval the formal act by the Municipality
- Second phase: under Developing, end 2006

Indicators to qualify and access the reached objectives:

- Person months dedicated
- Grade of pursuit of the proposed objectives

5.2 Possible impacts

All the previous programmes could bring to:

- Increase green public areas;
- Increase management of the whole area development;
- Brownfields transformation into residential areas;
- Foster social and cultural integration

5.3 Lessons learnt/Experiences

When objectives are not clearly expressed in terms of feasible actions therefore the plans remain separate from implementation.

6 Implementing

The definition and specification of key projects is vital for the process of rehabilitation and development. Only the combination of a creative idea with a number of imaginative and fundable key projects makes such complex processes successful.

6.1 Priority action areas

The areas considered as a priority for the development and rehabilitation of the Florentine LUDA are:

- Revitalisation of the historical villages
- New infrastructures along the Arno river
- Rehabilitation of the low cost housing district and of the open and public spaces surrounding it

6.2 Programmes and Projects implemented in the area

Following programmes or projects are under realisation:

- Multi Functional Railway Plant
- Revitalisation of the historical villages
- Cicleway “Cascine Renai”
- Le Piagge Railway station
- DE CARLO Guide Project
- Programme of Urban Retraining “Le Piagge”
- Area Programme

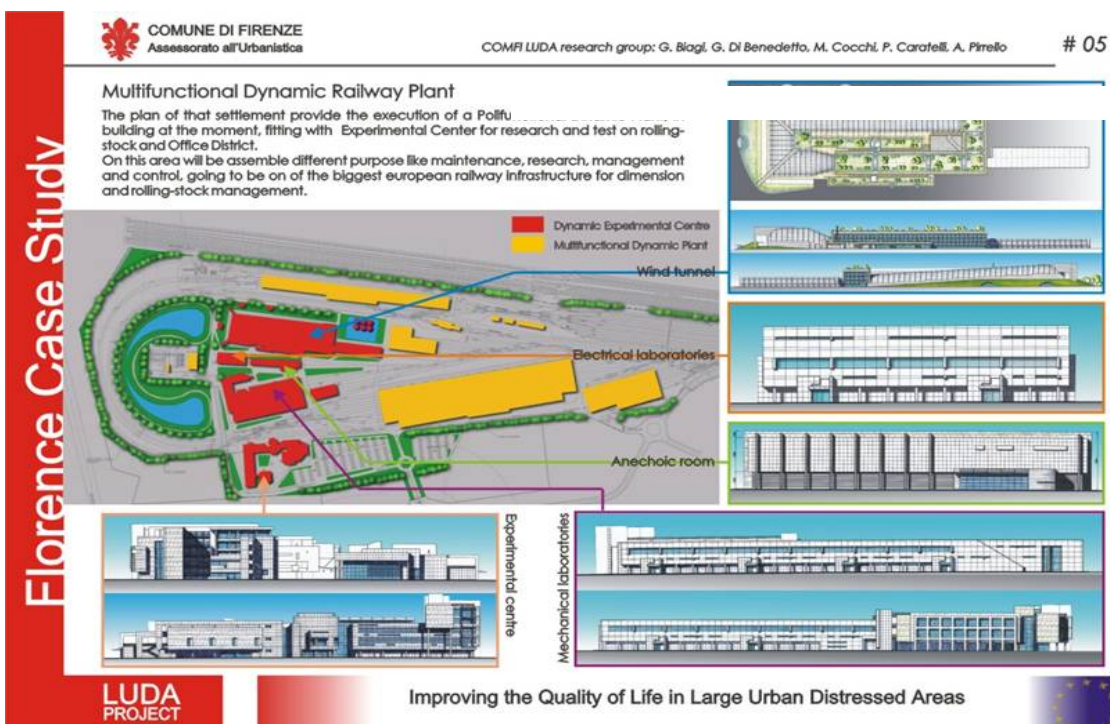


Figure 5: Multifunctional Dynamic Railway Plant

COMUNE DI FIRENZE
Assessorato all'Urbanistica

08

Florence Case Study

Minor historical centers requalification

This project wants to improve historical and cultural village identity. It wants to upgrade public spaces creating a tourist and cultural route. Urban public space becomes places as a whole where housing and trade predominate over traffic. Indeed, parking for housing and trades are going to be realized.

The figure displays several urban planning maps and photographs. A central map shows the layout of streets in the QUARACCHI and PERETOLA areas. Surrounding this are smaller maps of specific streets: Via della Cupola, Via della Sala, and Via San Biagio. Below the maps are five photographs showing narrow, historic streets and public spaces, including Piazza IV Novembre. The LUDA PROJECT logo and the text 'Improving the Quality of Life in Large Urban Distressed Areas' are at the bottom.

Figure 6: Historical villages revitalisation

COMUNE DI FIRENZE
Assessorato all'Urbanistica

Florence Case Study

Cicleway "Cascine - Renai"

Cascine-Renai cycleway fits in the wide parks project of florentine plain to link Cascine park to Renai park in Signa municipality. The existing riverside route is going to be organized and supplied with break and trekking facility to aid ecological tourism growth in this urbanized area too.

The figure features a large aerial photograph of the urbanized area between Renai and Cascine, with a blue line indicating the proposed cycleway route. Below the aerial view are four photographs showing the cycleway in various settings: a dirt path, a paved path with a bridge, a paved path with a suspension bridge, and a paved path near a river. The LUDA PROJECT logo and the text 'Improving the Quality of Life in Large Urban Distressed Areas' are at the bottom.

Figure 7: Cicleway "Cascine-Renai"

Florence Case Study

COMUNE DI FIRENZE
Assessorato all'Urbanistica

Program for Urban Retraining "Le Piagge"

It's a renovation to develop 280 social housing, build in '80s to stand up to an extraordinary housing emergency, into 312 by typological changes. It aims to delete building dilapidated state and infrastructures and social utilities lack discomfort. Social utilities like a children's recreation centre, senior citizens centre, a permanent neighbourhood laboratory and social aggregation places, are up to be realized. Sport facilities and spare time structures are going to be built together with free spaces renewal, realizing social vegetable garden. Neighbourhood dwellers took part in designing common spaces through "neighbourhood contract". The plan provides for parking, pedestrian route and cycleway realization too.



LUDA PROJECT

Improving the Quality of Life in Large Urban Distressed Areas

Figure 8: Programme for Urban Retraining "Le Piagge"

Florence Case Study

COMUNE DI FIRENZE
Assessorato all'Urbanistica

Program for Urban Retraining "Le Piagge"

It's a renovation to develop 280 social housing, build in '80s to stand up to an extraordinary housing emergency, into 312 by typological changes. It aims to delete building dilapidated state and infrastructures and social utilities lack discomfort. Social utilities like a children's recreation centre, senior citizens centre, a permanent neighbourhood laboratory and social aggregation places, are up to be realized. Sport facilities and spare time structures are going to be built together with free spaces renewal, realizing social vegetable garden. Neighbourhood dwellers took part in designing common spaces through "neighbourhood contract". The plan provides for parking, pedestrian route and cycleway realization too.



LUDA PROJECT

Improving the Quality of Life in Large Urban Distressed Areas

Figure 9: Railway stop "Le Piagge"

6.2.1 The Area Programme

The contents of the research cannot be effectively transferred if, among those responsible for its management, there is a lack of knowledge and awareness of the objectives and of familiarity with the tools involved.

An important action in the research consists of the elaboration of several modules of an articulated and complex system of “sustainable urban management”. These modules were given the name of “area program” A.P. - a guideline document for setting up a system of sustainable urban management integrated with the contents of the research, within the administration of the city government. The Florence Municipal Council has adopted the area program with the commitment to experimenting it in the LUDA. The concepts of the LUDA research also were discussed within the city government, both at a political level and at the level of directors and executives.

At a technical and operational level, the implementation of the first modules of the renewed system of governance of urban transformation, verification and improvement are proceeding in line with the cycle: know-act-control-improve.

The first module concerns the diffused and shared **knowledge** among the political managers of the municipal administration, regarding the transformations in progress in the LUDA area and the initiatives financed through public and private resources. The proposal consists in the realisation within the municipal offices of a directory of the programs that contribute to the regeneration of the area. The directory is the knowledge base for the exchange of information and the preparation of the strategic actions.

The second module concerns the **strategy**. The strategic co-ordination between the various councils (steering committees) – with the support of the instruments elaborated by the research – identifies the strategic programs or key projects which represent the interventions considered important and significant, not only for the LUDA, but also for the entire city. The tools to be utilised in this phase can be chosen from those proposed by the LUDA research.

The third module concerns **control and participation** by proposing to associate an initially simplified process of evaluation with the identification and realisation of the key projects. Its objective is to monitor the effects of the proposed intervention and the criteria for measuring the public benefits in relation to private intervention.

The fourth module is the **alignment** of the current management model of the programs with the changes required by the new approach. The change of management can be launched experimentally within the LUDA.

The Area Program should develop following functions:

- Informative function: collecting, treating, publishing all available information pertinent to ongoing or expected projects and transforming actions, as well as the ones required to pursue the objectives fixed by the master plan, or included in sector plans and programs made by the Municipality and other public administrations, or the ones available among private operators, their organizations and so on.
- Function of co-ordination: co-ordinating projects with focus on timing, location, sequence, sources and single operators.
- Function of evaluation: considering those actions and interventions from the point of view of their functional, temporal and financial compatibility.

- Function of forecast: forecasting and displaying both the obstacles and the potentials, we can encounter during the carrying out of transforming actions and interventions in the area, as well as pointing out behaviours and actions most useful in improving the conditions for their realization.

The Area Program can develop two more important functions for the government of the territory:

- It can develop more advanced functions like the institution of a participating strategy that points out the area objectives, the preferential stakeholders, the resources to achieve those objectives and so on;
- It can support and facilitate the participation of some interested partners in the actions and interventions in the urban government for two reasons: 1) it is a font of specialized information; 2) it can help to create agreements, being an instrument of collaboration and communication.

6.3 Lessons learnt/Experiences

Implementing sustainable programs and projects requires resources that are commensurate with the task in hand. Since LUDA may not always be seen as profitable to private investors, public finance is often needed to pave the way and attract private sector funding as well as civic engagement. The existence of political advocacy and political support, as it is the case for Brozzi-Peretola, is essential for the formulation and the implementation of projects and programmes. The elected officials have helped bring the LUDA issues on the political agenda. They have also helped stakeholder participation. The Area Programme is one outcome of the political support at the Municipal level. This programme attempts to manage the running projects and programmes in an area which is already the target of many interventions, within an integrative structure. However, until the Area programme involves all the city councillors concerned and becomes fully implemented, the running projects and programmes for the LUDA will remain sectoral in practice.

7 Monitoring and evaluation

A monitoring and evaluation is the basis for an effective learning process. Important is thereby to understand not only objective technical information, but also the specific perception of stakeholders.

7.1 Introduction to the monitoring system

The procedure for the monitoring of the Florence case study foresees a qualitative and quantitative monitoring combined together.

The first level identifies a number of indicators (core indicators) extract from the Urban Audit indicator system as Florence is part of Urban Audit. These core indicators has been referred to the Quality of Life diamond dimensions (see section about the indicator to be used). This choice has been made as it is an easy and low cost way to have the data and URBAN AUDIT has a high number of indicators that covers also our Quality of Life Diamond issues.

The qualitative monitoring system is finalized to have the “perception” (it uses: the Delphi technique in order to consult external experts to define the external perception; the NGT technique in order to consult internal experts to define the internal perception).

The procedure for this second step of the monitoring is based on:

- identification of actors: the responsible of the monitoring system and results (i.e. a core of councillors and technicians of the Municipality), the monitoring research team, the local experts and the external experts;
- items identification;
- time, phases and cost of the monitoring procedure application;
- construction of the questionnaire for Delphi and NGT;
- results elaboration of the questionnaires and of the NGT;
- feedback on the whole program of area requalification and on the monitoring procedure.

The choice to use this kind of procedure is justified from the opportunity to have a monitoring based on the perception and the knowledge of some local and non local experts. The more easy and lower cost way is to have a research group that, identified the qualitative indicators after a deep study of the area, could construct one or more questionnaires (see Attachment No. 2) to be used as base of the NGT and Delphi (the questionnaires shall be more than one as not all the experts could answer to all the questions) and send to some identified local and non local experts. The results of the questionnaires, elaborated by the research group, will give inputs to the responsible of the monitoring in order to understand if the actions and projects activated are reaching or not the desirable results. This procedure allows having a “mechanical” data collection each time the monitoring system previews. In this case, the local experts could be identified with the already created LUDA local stakeholders group.

7.2.2 Florence: Monitoring System for the ... area and indicators used

Table 3: Monitoring system: core indicators

DIAMOND	Quantitative Core indicators (URBAN AUDIT)
Socio cultural conditions	Total population with distribution by sex and age (13 age groups) Total population change (by sex and age) Percentage of the population aged below 16 and above the national retirement age – Demographic Dependency Index Total number of households Unemployment rate (by sex) Total number of recorded crimes per 1000 population per year Number of cinema showings and annual attendance per resident The number of theatres and annual attendance per resident The number of sport facilities and annual users per resident The number of public libraries and total book loans per resident
Economic conditions	Number of homeless people Percentage of households buying or owning their own dwellings Percentage of households that are social housing tenants Net level of business registrations (new registrations minus deregistration per year)
Urban structure	Green space to which the public has access (sq meters per capita) Percentage of the urban area unused and in main land uses Population density – total resident population per square km Mode of journey to work: rail/metro, bus, tram, car, cycle, walking
Environmental conditions	Number of days per year that NO ₂ concentrations exceed 200 mg/m ³ (1 hr averaging time) Consumption of water (cubic metres per annum) per inhabitant Amount of solid waste collected within the boundary (domestic and commercial) tones per capita per annum
Community and Institutional capacity	Percentage of the eligible electorate registered to vote Percentage of young (aged less than 25 years) eligible electorate voting in city elections Percentage of elderly (above retirement age) eligible electorate voting in city elections

7.3 Lessons learnt/Experiences

Effort should be focused on making tools simpler to use and more flexible in addressing in a wider range of issues. Various organisations have proposed sets of urban indicators to be used for monitoring the sustainability of urban areas. However a commonly agreed set of indicators does not exist.

8 Conclusions

The research activity developed by the Florence Municipality has been characterized by a continuous process of learning in a situation of uncertainty in which, time after time, have been individual the necessary passages to put into practice the CoSGOP.

The peculiar characteristic has been the experimentation on the field, done with a double purpose:

- to develop the research program agreed;
- to verify the compatibility and the interests for the municipal administration.

In other words the research working group has been always present the practical use of what was coming out from the research activity. Then the more meaningful element of the activity of the working group have been the attempt to conjugate research innovative and learning in a context of decision (Municipality) open and well willing.

What above said can be verified in reached results that could be synthesized in the following two points.

1) Construction and management of the stakeholders group of work:

In Florence the CoSGOP procedures - centred on stakeholders' participation - were not usual. There has been preferred for a long time - in all the management of the Italian and local territory - the hierarchical decisional models based on the role and the function of the elective organisms. The procedures of relationship management among stakeholders and public organisms proposed by LUDA research have instead been demonstrated very profits and useful in the Florentine LUDA context quite that they are been assumed in the normal routine of the municipal administration. The development of a common vision, and common goals and objectives, shows the benefits of such approach.

2) Area Program:

The Area Program has officially become an experimental tool of the municipal administration in sight of its transfer in the routine of all the municipality management of the whole town territory.

It has to be underlined that the integration of the two aforesaid "actions" is producing synergy of notable importance so that the municipal administration has intention to maintain the LUDA research group in activity (at one's own spent). The objective is to continue the experimentation, to validate the results and use them - even for the future - on all the town territory.

In conclusion, for what concerns the Florence municipal administration, the research results have had durable relapses that have affected the general decisions process. It is difficult to say, to the actual state, which will be the effects produced in the middle-long period. It remains however; any will be the results, the importance of having experimented participative and decentralizes decision logics.

However, some challenges remain. Questions arise regarding the financing of the improvement process, especially the involvement of the private sector, the issue of consensus over different issues e.g. extension of the Airport, the maintaining of the

stakeholders trust toward the Municipality and its representatives over time, and the management of the different programmes and projects through the Area programme.

The logo for the LUDA Project, featuring the words "LUDA" and "PROJECT" in a bold, white, sans-serif font, stacked vertically. The text is centered within a solid red rectangular background.

Improving the Quality of Life in
Large Urban Distressed Areas

9 Attachment n° 1: Objective for Florentine LUDA redevelopment

OBJECTIVES FOR FLORENTINE LUDA REDEVELOPMENT IDENTIFIED BY THE LOCAL STAKEHOLDERS INVOLVED IN THE LUDA RESEARCH CLASSIFIED BY GENERAL, STRATEGIC AND OPERATIVE OBJECTIVES AND ACTIONS, REFERRED ON QUALITY OF LIFE DIAMOND DIMENSIONS

February 2005

Group of work:

Local stakeholders: M.Megli (SMS Peretola) B.Landini (Comitato del Borgo) A. Biagioni (Comitato Fi-Nord) G. Baldi (ANPI) L. Danti (Commercianti di Brozzi) A. Romei (Sezione Soci COOP) C. Testi (Istituto Comprensivo Paolo Uccello) G. Demichele (Botteghe del Borgo) L. Manetti (Botteghe del Borgo) C. Calcagnini (Centro Commerciale Le Piagge) F. Galigani (inhabitant) P. Vinattieri (Misericordia di S. Martino a Brozzi) E. Melloni (inhabitant) M. Parrini (Il Muretto, comunità de Le Piagge – WWF) G. Marcuzzi (teacher) I. Benini (Comitato Fi-Nord) M. Sarcoli (Il Muretto)

C. Fantoni (Consigliere Circostrizionale del Q. 5)

LUDA researchers: V. Bentivegna (Università di Firenze, TAeD), F. Landini (Comune di Firenze)

A. Pirrello (Comune di Firenze), Chiara Lotti (Comune di Firenze)

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
ENVIRONMENTAL CONDITIONS	Environmental safeguard of the territory	Energetic sustainability	Every new territorial project, of building or of reorganization has to take into account of the energetic criticality basing on a managerial innovative model (even of wide scale).	
	Environmental safeguard of the territory	Preserve the sensitive areas already interested from flooding phenomenon and under hydraulic risk		
	Efficiency of the territorial system	Raising the levels of interconnection among the different parts of the territory	North -south permeability High levels of local fruition	Cycle path Brozzi- Cascine Station and possible connection with the cycle paths of the Cascine direction Renai. Recover even the Arginsecco path for functional and "historical" aims with limited investments to allow possible expropriations.
	Environmental safeguard of the territory	Safeguard and valorisation of green and interstitial areas		
	Improvement of the quality of life	Emissions, dumping and industrial wastes produced from small enterprises, conforming to the current regulations.		Check hygienic-environmental conditions of the small enterprises.
	Environmental safeguard of the			

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
ENVIRONMENTAL CONDITIONS	Improvement of the quality of life	Noise and environmental pollution reduction		Closing and re -destination of the ATAF deposit between via Michelacci and via S.P. a Quaracchi, to reduce the services charge for the city and to reduce the heavy traffic on the Pratese-Baracca.
	Environmental safeguard of the territory	Control of the noise	Highway Noise Reduction	Realization of a green hill in the S.Donnino garden and in Peretola area for noise reduction.
	Environmental safeguard of the territory	Interconnection among systems		Realization of a park (with particular plants to create a naturalistic path suited to the children) that connect the Piagge with the Cascine, the Renai and the ancient villages.
	Efficiency of the territorial system			Connection of the park with the cycle paths of the Piana; the cycle paths should have a sure and guarded run, articulated primarily in the green areas between the squares and the
	Efficiency of the territorial system	Interconnection among systems	Realization of a connection -like a park - among the Piagge and the ex oil mill.	Burial of the Pistoiese street in the tract the Piagge/ex oil mill.
	Environmental safeguard of the territory	Development of a parks system and new green spaces as new important elements of urban and landscape structure.		Across the reclamation of the polluted grounds.
	Improvement of the quality of life			

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
ENVIRONMENTAL CONDITIONS	Environmental safeguard of the territory	Acknowledgment and consolidation of the river supremacy as urban and environmental reference.		
	Improvement of the quality of life			
	Improvement of the quality of life	Citizens safety and public and private goods and ownerships protection.		Create protected gardens Installation of dissuaders to not permit "wild" park during Peretola-Brozzi public works.
	Environmental safeguard of the territory		Recovery and retraining of the Macinante ditch to improve the image of the ditch and make enjoyable the paths on the bank (Pistoiese street -Barco, bridge of Petriolo-bridge of Pecora, ...).	Elimination of the dumping sewers, removal of the sediment and intense fluxing of water.
	Efficiency of the territorial system			
	Efficiency of the territorial system	Relationship with the river, even for villages inhabitants	Arno banks recover.	Realization of river crossings in Mantignano, Badia a Settimo or under the highway. Maintenance of the river bed. Realization of pedestrian and protected cycle paths connecting the old villages of Peretola-Petriolo and the Cascine

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
ENVIRONMENTAL CONDITIONS	Efficiency of the territorial system			Demolition or restructuring - with change of destination - of the old incinerator.
	Environmental safeguard of the territory			Reclamation of the ex incinerator area.
				Reduction of the heavy traffic of the ASNU camions on the Pistoiese street.
	Environmental safeguard of the territory	Not further increase of noise and environmental pollution	No to any airport expansion.	If will be necessary the realization of the new airport airstrip parallel to the highway, should be put a high attention in order to not increase the ancient villages conditions.
Improvement of the quality of life	Respect of the agreements: limit of the decibels –noise reduction barrier-interruption of the nighttimes flights			

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
URBAN STRUCTURE	Environmental safeguard of the territory	Inalterability of urban historical settlement	Recover of the abandoned areas and of the decaying residences	Recover of the Torrione
	Improvement of the quality of life			Recover of the Rome cinema
				Recover of the Del Panta
				Recover of the 3-3-4 Proposal: façade restoration back and realization of summer sand.
	Conquest of an identity and of a common sense of neighbourhood belonging			
	Environmental safeguard of the territory	Changeability of the recently consolidated urban plant with ordinary and extraordinary		Recover ex Nucci oil mill area
	Efficiency of the territorial system	Build exchange parking lot in Stazione delle Cascine street (ex Borelli)	Build parking in Peretola/Petriolo areas	Transfer of the car washing and the refuelling from Pistoiese street in order to create parking areas; car sharing system; hourly parking; recharge electric vehicles.
Guarantee parking for inhabitants		Transformation in parking of the actual Peretola sport ground, transferring this in a fitter area (for instance in Osmannoro)		
Improvement of the quality of life			Realization of sidewalks in historical villages.	
Efficiency of the territorial system	Raise the interconnections among territory parts		Parking under the Indiano bridge and gangway with Cascine	

				Reopening of the railway underpass under the Cascine station
--	--	--	--	--

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
URBAN STRUCTURE	Improvement of the quality of life	Common spaces valorisation for socialization function	Equipped green for children and elderly with pertinence parking.	
	Efficiency of the territorial system	Realization of pertinence parking for private use (even of little dimensions)		
	Environmental safeguard of the territory			
	Efficiency of the territorial system	Sustain and valorise the area function as connection among the city and the surrounding municipalities		
	Improvement of the quality of life			
	Integration with the rest of the city	Development of urban and peripheral centrality through new and different functions introduction that retrain the UTOE n°3.		
Efficiency of the territorial system				
Improvement of the quality of life				
Integration with the rest of the city				
Economic development				
Conquest of an identity and of a common sense of neighbourhood belonging				

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
	Efficiency of the territorial system		UTOE n°3 will have to have maximum priority in the forthcoming town planning regulation	
URBAN STRUCTURE	Efficiency of the territorial system	Recover of brownfield areas without increase the building density (for instance research functions)		
	Improvement of the quality of life			
	Improvement of the quality of life			Recover of the Torrione with alternative functions to the actual use (socio-cultural)
	Integration with the rest of the city			<ul style="list-style-type: none"> ▪ Recover Rome cinema ▪ Recover of the open 334 cinema with back access from <i>Della Sala</i> street.
	Conquest of an identity and of a common sense of neighbourhood belonging			
	Efficiency of the territorial system			Project of close-cropped crossing from Le Piagge to Quaracchi and Brozzi with auto overpass and
	Efficiency of the territorial system	Pistoiese street decongestion	Creating an inside road axle among the Indiano viaduct, Le Piagge and San Donnino with particular attention on mobility effects.	
	Improvement of the quality of life		Improving the road connections with the old villages	
			Realization of pedestrian and cycle paths for connection among and with the old	

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
	Efficiency of the territorial system Environmental safeguard of the territory Integration with the rest of the city	Placement of great attractors functionally to the collective iron mobility.		
	Efficiency of the territorial system Integration with the rest of the city	Multifunctional trim of the highway knot		

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
URBAN STRUCTURE	Efficiency of the territorial system Improvement of the quality of life Integration with the rest of the city	Increase the pedestrian and cycle activities inside the area (even foreseeing connections between the old villages and the new settlement)		
	Efficiency of the territorial system Improvement of the quality of life	Retraining of the Peretola villages even through the valorization of the area Cemetery - Cascine Station - connecting Cascine with Renai.	Restoration of the Cascine station even as important connection between the ancient villages and the city centre.	Realization of an equipped connection (cycle paths, sidewalks, racks, semaphores, etc.); make the free spaces become green areas; rearrangement of the productive and deposit spaces; insertion of some commercial services functional to the right use of the station and of the cemetery; setup of the railway subway.
	Improvement of the quality of life Efficiency of the territorial system		Realization of a pedestrian/cycle crossing of the Arno river toward the Argingrosso (footstep under Indian viaduct).	
	Efficiency of the territorial system Integration with the rest of the city		Pedestrian/cycle crossing of the Arno.	
Contract Nr. EVK4 – CT 2002 - 00081				58

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
SOCIO CULTURAL CONDITIONS	Conquest of an identity and of a common sense of neighbourhood belonging	Meeting among various cultures present in the area. Promotion, on behalf of the District n° 5, of socialization activity for the different cultures coexisting in the area	Give strength to new identities in the UTOE n°3	Multiethnic annual lilt festival in Garibaldi square in Peretola with conferences-debates and party.
	Improvement of the quality of life	Citizens' safety.	Develop actions for social and micro criminality control.	Activity of the district officer in the LUDA area
	Historical - cultural valorization	Polarization art works in UTOE n°3	Create a tourist route in accordance with Florence airport in order to make the passengers visit the ancient villages during the coincidences times.	Enrich the beautiful existing churches with works of art of elevated artistic level and consequent tourist attraction. Promote initiatives of middle-high level for the villages' squares valorisation (Garibaldi square, etc.).
	Conquest of an identity and of a common sense of neighbourhood belonging	Historical and cultural integration among the historical villages inhabitants and those of the recent		Realization of a library and of a toy and game centre
	Efficiency of the territorial system	Polarization through interest centres		Theatre Rome restoration as place of cultural events production.
	Improvement of the quality of life			Develop tourism in the existing parishes
	Conquest of an identity and of a common			

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
				Cultural initiatives in the 334 spacious spaces.
	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
	Conquest of an identity and of a common sense of neighbourhood belonging	Social integration		
	Efficiency of the territorial system	Raising the levels of interconnection among the parts	Physical connection between the area of Le Piagge and the Brozzi Quaracchi and Peretola villagess.	Burial of some parts of the Pistoiese street
	Improvement of the quality of life			Evaluate the possibility to open cinema summer sand at the Fratellanza Popolare di Peretola. (with a starting cost of € 50.000)
	Improvement of the quality of life		Develop cultural high quality centres.	Realization of a library
	Conquest of an identity and of a common sense			
	Improvement of the quality of life		Realization of museum structures.	Vespucci museum
	Conquest of an identity and of a common sense of neighbourhood belonging			Museum of the Cultures

	Economic development		technology that could be able to induce qualified an research activities (also linking with the scientific university pole of Sesto F.no and with	Promote the productive existing containers use (or for possible new building use) for research activity and for qualified services.
--	-----------------------------	--	---	---

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
ECONOMIC CONDITIONS	Economic development		Creation and promotion of commercial/handicraft events of city value	
	Conquest of an identity and of a common sense of neighbourhood belonging			
	Economic development		Financings for commercial animation of the historical villages	
	Economic development	Unsecured financings to restructure and modernize the commercial existing activities.		
	Economic development		Invent a second weekly market in Garibaldi square in a market desirable and qualifying sector (flower markets, antique trade). Even in the 1° May in Brozzi, as the one of Saturday morning has only 3 benches.	
	Conquest of an identity and of a common sense of neighbourhood belonging			

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
COMMUNITY AND INSTITUTIONAL CAPACITY	<p>Improvement of the quality of life</p> <p>Conquest of an identity and of a common sense of neighbourhood belonging.</p> <p>Diffusion of participation as government method and tool.</p>	Creation of a representative organism of the civil society that works in collaboration and in coordination with the Q.5.		
	<p>Improvement of the quality of life</p> <p>Conquest of an identity and of a common sense of neighbourhood belonging.</p> <p>Diffusion of participation as government method and tool.</p>	Development of cultural activities as coagulative elements among the social actors.		
	<p>Diffusion of participation as government method and tool.</p>		Institutionalization of the LUDA stakeholder group of work, also finalized to the activities previewed by art. N° 7 of the Structural Plan normative.	
Contract Nr. EVK4 – CT 2002 - 00081				63

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
COMMUNITY AND INSTITUTIONAL CAPACITY	Improvement of the quality of life Conquest of an identity and of a common sense of neighbourhood belonging. Efficiency of the territorial system Historical and cultural valorisation	Division more equitable and sustainable than the services to the city.		
	Efficiency of the territorial system	Constitution of an unique "direction" of all the projects in fit and of those foreseen.		
	Improvement of the quality of life Efficiency of the territorial system Economic development		De-Localization of some town offices in the UTOE n°3.	Registry office in the municipality spaces of p.zza I° Maggio or in Garibaldi square or neighbouring zones.
	Improvement of the quality of life	Diminution of the crime and growth of the safety sense in citizens	Greater presence of order forces in the LUDA territory	Turns of diurnal and nighttimes supervision.
	Economic development			
Contract Nr. EVK4 - CT 2002 - 00081				64

	GENERAL OBJECTIVES	STRATEGIC OBJECTIVES	OPERATIVE OBJECTIVES	ACTIONS
COMMUNITY AND INSTITUTIONAL CAPACITY	Efficiency of the territorial system Improvement of the quality of life		Procedural facilitations to retrain the residences	
	Efficiency of the territorial system	Coordination of the territory government actions on vast area level.		
	Improvement of the quality of life Conquest of an identity and of a common sense of neighbourhood belonging.	Improve the territory govern actions at the neighbourhood level.	Constitution of a new neighbourhood for Peretola-Quaracchi- Brozzi Le Piagge.	
	Efficiency of the territorial system Integration with the rest of the city		Or The neighbourhood n° 5 has to find fit forms to practise a more incisive forms of government on the UTOE n°3	
	Efficiency of the territorial system Diffusion of participation as government method and tool.	Preventive evaluation of the effects produced by the interventions and consequent higher rigor in choices.		

10 Attachment n° 2: Questions for the local and non local experts - qualitative indicators

1. Dimension : Socio-cultural conditions

1.a - Issue Population structure

Internal perception

1.a.1. – Do you think excessive the non Italian immigrants' presence in the area?

If yes, which value do you attribute to the damages provoked by such presence in comparison with the quality of life in the area? (from a minimum of 1 to a maximum of 5)

1.a.2.- Do you think that the different religious faiths in the area constitute a problem for the cohabitation?

If yes, which value do you attribute to this problem? (from a minimum of 1 to a maximum of 5)

External perception

1.a.3. (Question to any inhabitant of other area). Do you think that the area is excessively populated by immigrants?

If yes, which value do you attribute to the damages provoked from such presence concerning the quality of life in the area? (from a minimum of 1 to a maximum of 5)

If yes, do you think that causes damages for all the city?

If yes, how much? (from a minimum of 1 to a maximum of 5)

1.a.4. (Question to exponent of statistic or registry office of the Municipality). Which is the trend in this area (compared with the other areas in Florence) with regard to:

Percentage of immigrant population in comparison with that autochthonous

Rate of population aging

1. b Issue Safety and security

Internal perception:

1.b.1

Do you think that the immigrants' presence has provoked an increase of the crime? If yes, how much?

External perception:**1.b.2.**

(Question to responsible local police-carabineer commissary's office or station). Do you think that in this area there is a greater crime in comparison with other areas of Florence?

If yes, how much this fact is determinate by the strong immigrants' presence? (from a minimum of 1 to a maximum of 5)

The same question has to be done to the responsible Florentine of the safety (questor): (it would be interesting to see if the replies coincide).

1.c. Issue Cultures**External perception :**

1.c.1. (Question to a cinema manager) Do you think that the zone is interesting for a new cinema opening?

If yes, because:

- the area is full of youths
- there is not other entertainment structure
- it's a poor zone and the cinema is a low cost entertainment
- Other motivations

If not, because:

- there are too many immigrants that don't know the Italian language
- it's a dangerous zone
- people now a days prefer other kind of entertainment and this isolated area is not profitable
- Other motivations

At all these answers you can attribute a range from 1 to 5.

1.c.2 (Question to operators of zone town library): The library is more or less frequented respect the media of the city libraries?

If it's more, why?

- because not there are in the area other libraries (university, local institutions etc.)
- because there is not any bookshop in the zone, so people have to borrow the needed books in the public library
- because it's a poor zone, people borrow the necessary books instead of buying them
- because at home there is normally a little space to study and youth people come here
- because the library has become a meeting point

If it's less, why?

- because the cultural middle level is more low than in the rest of the city
- because there are lots of immigrants that don't speak and read Italian well
- because the library is less equipped than elsewhere
- for other motivations

At all these answers you can attribute a score from 1 to 5.

1.d. Issue “Household income”

External perception:

1.d.1 Question to a charitable centre operator (Caritas, parishes, etc) Do you judge that in the area live many more poor and needy families than elsewhere? If yes, why?

- because there are a lot of immigrants
- because it's a marginalized area
- because social services missed
- other

1.e. issue “Local employment”

Internal perception:

1.e.1. (Question to youth people from superior school, inhabitant in the area). Do you think that it's able to find a job in this area? If yes, please attribute a score from 1 to 5.

If not, do you think that the problem is a general one in Florence or specifically in the area?

External perception:

1.e.2 Do you think that there is the possibility to install in the area activities creating occupation?

1.f. issue “Knowledge and Skills”

Internal perception:

(Question to young inhabitants in the area):

1.f.1. Do you think that your scholastic/professional formation is inferior, equal or superior respect youths from other Florentine areas?

1.f.2 If inferior, how much does it depend from the formative agencies in the area? (from 1 to 5)

(for formative agencies we intend principally the scholastic institutes, but also libraries, cultural clubs, etc.)

External perception

Opinion poll to superior Florence institutes (above all high schools):

1.f.3 Do you think that the cultural level of the students deriving from this area is different respect the students come from other zones?

1.g. Issue “Health conditions”**Internal perception:**

1.g.1 Do the social services furnish a suitable assistance to sick people?

1.g.2 (Question to families with handicaps, found with social worker help): do you think that the area is sufficiently equipped for handicaps? (speaking about physical obstacles, associative presences, rehabilitation centres). Even here a numerical answer.

External perception:

1.g.3 Same questions to working social workers in the area

2. Dimension “Economic Conditions”**2.a Issue “Economic Base”****Internal perception:**

2.a.1 Interview to:

- Entrepreneurs
- Artisans
- Dealers

Do you think the area suitable for your activity? (answer from 1 to 5)

External perception:

Question to Chamber of Commerce’s exponent and/or trade associations

2.a.2 Is the area favourable for productive activities? (answer from 1 to 5)

2.a.3 The productive activities in the area are altogether:

- In arrears
- In transformation phase
- In kick off phase
- In decline phase

2.b Issue “Housing and Property Market”

Internal Perception:

2.b.1 Question to house owners: do you think that your residence has a lower value than analogous residences in other areas of Florence?

2.b.2 If yes, from what is it due to mainly? (answer from 1 to 5)

lack of services

social composition

urban deterioration

Other

External perception:

2.b.2 The same questions to estate agencies in the zone and in the neighbourhood.

2.c Issue “Investment”**Internal Perception:**

2.c.1 (Question to estate agencies in the area). In the last two years is the rent cost descending or growing for this type of properties?

- places for commercial activity
- places for study
- places for services

At all these answers you can attribute a score from 1 to 5.

External perception

2.c.2 (Question to banks and banking institutions.) Do you have had financing request for investments in the area in the last 5 years?

3 Dimension: “Urban Structure”**3.a Issue Urban design****Internal Perception**

Question to inhabitants of the area:

3.a.1 Do you think your zone has an urban pleasant space (from 1 to 5)?

3.a.2 Do you think that there is a lack of functions in the area? If yes, how much for the following functions (from 1 to 5)?

- residential
- commercial
- handicraft

- productive

3.a.3 Do you think that there is an overabundance of functions in the area? If yes, that how much for the following functions (from 1 to 5)?

- residential
- commercial
- handicraft
- productive

External perception:

3.a.4 Question to urban planners: do you think the area is satisfactory by urban space point of view? How much from 1 to 5 points?

3.a.5 Question to inhabitants of other areas. Do you find attractive the LUDA area? How much from 1 to 5 points?

3. b Issue “Housing Quality”

Internal Perception:

Question to inhabitants of the area:

3.b.1 How much do you estimate the residences quality in your zone from 1 to 5 points?

External perception:

3.b.2 Question to the technicians: do you think that in the LUDA area is necessary a conspicuous restoration to improve the aspect and the image of the area? From 1 to 5

3.c Issue “Services and infrastructures”

Internal Perception:

Question to inhabitants of the area:

3.c.1 Do you think enough the presence of green equipped areas in your zone?

From 1 to 5

3.c.2 Do you think that in the area there is not some necessary service to improve of the quality of life of his inhabitants? If yes, what kind of service (combining a score from 1 to 5):

- social
- hospital
- sanitary bureau
- post office
- registry

- other

External perception:**3.c.3** Question to inhabitants of other areas:

Do you think that the LUDA area is equipped with every infrastructure and of utility necessary to a good quality of its inhabitants' life? How much from a min of 1 to a max of 5 points?

3.d Issue "Land use"**Internal Perception:**

Question to inhabitants of the area:

3.d.1 Do you think that where you live there are some areas that could be better used? If yes, which functions with?

- agricultural
- recreational
- landscaping
- sporting
- commercial
- productive
- residential

Associate a score from 1 to 5.

External perception:

3.d.2 Same question to municipality urban planners.

3.e Issue "Modes of Internal connection"**Internal Perception:**

Question to inhabitants of the area:

3.e.1 Do you think is the pedestrian paths presence in the neighbourhoods of your house satisfying? (very satisfied/satisfied/regular/less satisfied /not at all satisfied)

3.e.2 Do you think in your zone kids would be able to reach their school on foot quietly and in safety? (Associate a score from 1 to 5).

3.e.3 Do you think in your zone the parking problem is remarkable? (from 1 to 5)

3.e.4 Would you use the public transportation if were more comfortable? (from 1 to 5)

3.e.5 Question to ATAF⁵ driver working within the area: do you think the public transport service is offering to LUDA inhabitants a good service concerning:

quality of the means of transport;

quantity of the offered passages;

quantity of the stops;

(associate a dotting from a 1 to 5)

External perception:

Question to neighbourhood inhabitants.

3.e.6 Would you frequent more the area if it was connected whit your through cycle and/or pedestrian crossing? (How much from 1 to 5)

4 Dimension: Environmental Conditions

4.a Issue “Water Quality”

External perception:

Question to technicians of the Basin Authority and Publiacqua:

4.a.1 Are the superficial water that flows in the LUDA area clear? (How much from 1 to 5)

4.a.2 Are the underground water in the LUDA area polluted? (How much from 1 to 5)

4.b Issue “Soil Quality”

Internal Perception:

Question to inhabitants of the area:

4.b.1 Are there open sky dump in your zone? (very much, much, enough, a few, for nothing)

External perception:

Question to inhabitants of the area:

4.b.2 Would you eat food deriving by cultivations in the LUDA area?(very much, much, enough, a few, for nothing)

4.c Issue “Air Quality”

⁵ Florence public buses transport

Internal Perception:

Question to inhabitants of the area:

4.c.1 in your zone do you think that air is more polluted in comparison with the town average? (very much, much, enough, a few, for nothing)

4.c.2 What do you think the air pollution in your area depends mainly (also acoustic)?

to industrial emissions

to urban emissions

to the presence of infrastructures as highway and airport.

(associate a score from 1 to 5)

External perception:

Question to inhabitants of other areas/ ARPAT technicians

4.c.3 Do you think, or have you scientific relevations, that in the LUDA zone the air is more polluted? (How much from 1 to 5)

4.d Issue “Open Spaces”**Internal Perception:**

Question to inhabitants of the area:

4.d.1 in your zone are there naturalistic and landscape interest places?(very much, much, enough, a few, for nothing)

External perception:

To inhabitants of other Florentine areas:

4.d.2 Do you know casually if in the LUDA area there are naturalistic and landscape interest places? (very much, much, enough, a few, for nothing)

4.e Issue “Waste management and Recycling”**Internal Perception:**

To inhabitants of the area:

4.e.1 in your zone have you ever heard about waste recycling projects?(very much, much, enough, a few, for nothing)

4.e.2 Do you use to diversify your waste? No, because:

it is too laborious

I'm not informed about it

waste cells are too away from my home

(from 1 to 5)

External perception:

Question to the waste collectors that work in the area:

4.e.3 Do you think that in the LUDA area people use to diversify their waste? (very much, much, enough, a few, for nothing)

4.f Issue “Natural hazards”**Internal Perception:**

To inhabitants of the area:

4.f.1 Do you think is high the hydraulic risk in your zone?(from 1 to 5)

External perception:

Question to Arno Basin Authority technicians:

4.f.2 Is it high the hydraulic risk in the LUDA area?(after 1 to 5)

5 Dimension: Community and Institutional Capacity**5.a Issue “Participation and Involvement”****Internal Perception:****5.a.1**

(to inhabitants) Are you informed about Neighbourhood Council activities?

If yes: do you think the citizens contribution is requested for these activities? (from 1 to 5)

: why? (from 1 to 5)

- because I don't receive any information
- because information is incomprehensible
- because I don't care about what they do at the Neighbourhood Council
- because however there is not any possibility to participate

5.a.2

(to inhabitants) Do you use to take part at the socio-cultural initiatives organized in your zone?

External perception:**5.a.3**

(to the Neighbourhood Council councillors or premier)

Do you think that this one is an active district by the point of view of the political and administrative participation? (from 1 to 5)

5.a.4

(to the Neighbourhood Council councillors or premier)

Which are social classes more active? (from 1 to 5)

- Those more needy
- Those culturally more prepared
- Youth people
- Old people
- employees
- Immigrants

5.b Issue “Social Justice and Equity”**Internal Perception:****5.b.1**

(to inhabitants) Do you think Public Administration do enough for more weak classes of the population? (from 1 to 5)

- If you are negative, what do you think it should do?
- To build lodgings for a low cost rent
- To increase social security interventions
- To hinder dealers raising prices
- Other

External perception:**5.b.2**

Question to Municipality technicians

Are there some public initiatives supporting the more weak class?

5.c Issue “Institutional Capacity”**Internal Perception:****5.c.1**

(to inhabitants) Do you consider the Neighbourhood Council an useful tool for citizens?(from 1 to 5)

External perception:**5.c.2**

to the Neighbourhood Council president

Please, express the participation citizens at the Neighbourhood Council activities? In a score from 1 to 5 points

5.d Issue “Political capacity”**Internal Perception:****5.d.1**

(to inhabitants) Do you think the political parties an useful tool to improve the quality of life in your area?

If not, why?

- They keep distance from citizens
- There are not occasions to participate
- I don't feel in confident with my preparation
- Other

External perception:**5.d.2**

(to the city political parties)

Question about the greater or smaller percentage of affiliates of the district in comparison with other city districts.

5.e Issue Land used Context**Internal Perception:**

To inhabitants of the area

5.e.1 Have you some knowledge about what Master Plan foresees for your area? (from 1 to 5)

External perception:**5.e.2**

Question to Municipality technicians.

What does the Master plan foresee for the area and which are the major variations of the last 5 years?