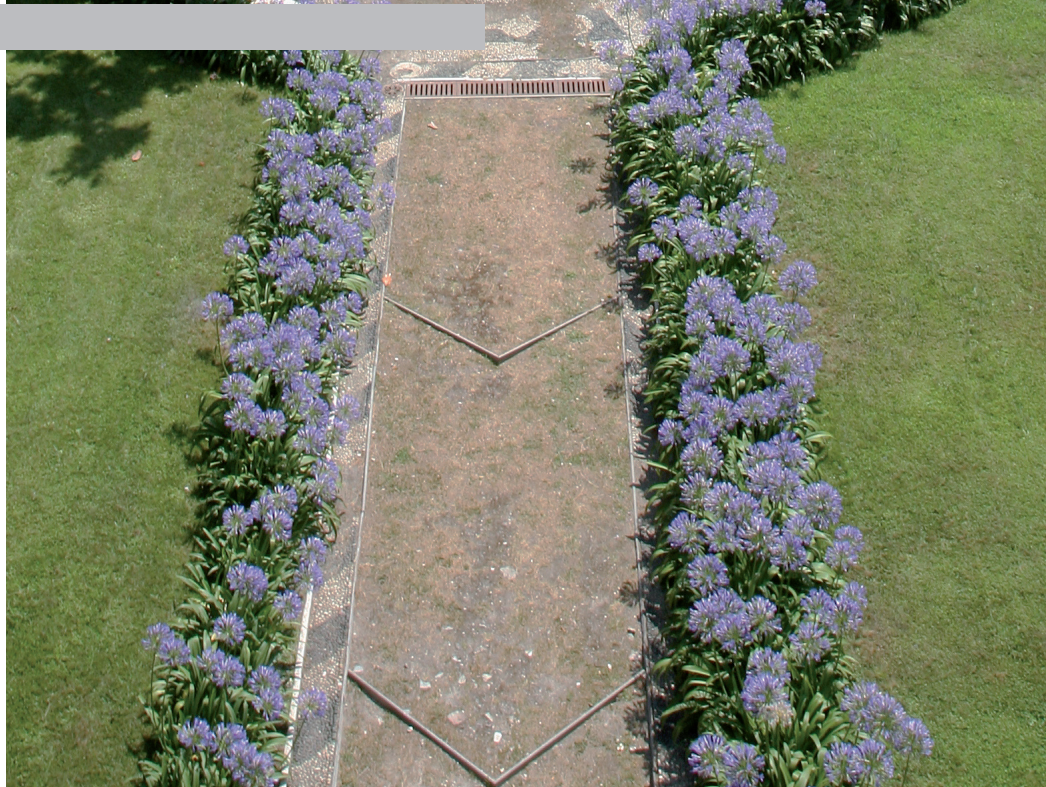




Management Plan  
for the UNESCO Site  
“Genoa, *Le Strade Nuove* and  
the system of the *Palazzi dei Rolli*”  
2020-2024

Short version









## GENOVA:

# Le strade nuove e il Sistema dei Palazzi dei Rolli

## Piano di gestione 2020-2024

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## The Management Plan

**T**he Management Plan for the UNESCO Site “Genoa, Le Strade Nuove and the Palazzi dei Rolli”, which updates and replaces the previous document drawn up in 2006 at the time of applying to be inscribed on UNESCO’s World Heritage List, was drafted between May 2018 and September 2019, and stems from the integrated efforts of a multidisciplinary project team.

The project was financed by the Italian Ministry of Cultural Heritage and Activities and of Tourism within the scope of Law 77/2006 on special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the “World Heritage List”, placed under the protection of UNESCO.



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# Introduction

Cultural heritage management is a complex issue, with regard to both the policies and the instruments to be adopted. The process of updating the management plan concerning the UNESCO Site "Genoa, *Le Strade Nuove* and the system of the *Palazzi dei Rolli*", the first edition of which dates back to 2006, must consider the current characteristics and dynamics of the debate on cultural heritage management both in Italy and – given that we are dealing with a World Heritage Site – on the international level.

Nowadays, managing a cultural resource requires finding answers, not merely to a technical exercise – in this case set by UNESCO – but to a growing demand for sustainability, expressed by institutions, operators, inhabitants and in general by different culture audiences. This issue is invoked by all the latest manuals, recommendations and studies conducted internationally within the context of UNESCO (from the 2011 "Recommendation on the Historic Urban Landscape" to the more recent document entitled "Culture: Urban future" promoted during the Habitat III Conference) and falls within the sustainable development goals of the 2030 Agenda for Sustainable Development adopted by the United Nations. In other words, managing a cultural Site means not only preserving its material and immaterial aspects, but also adopting development design models capable of responding to the many needs of all the stakeholders involved.

Indications and data collected on a national, European and international scale show that cultural sites are trying to strengthen this dimension, acquiring different, integrated skills of a transdisciplinary, managerial and entrepreneurial nature, connected with the need on the one hand to initiate and govern innovation processes and on the other to communicate effectively, concretely involving every new stakeholder, and not only the general public.

Nowadays, the goal of any management plan is to manage the potential of a cultural asset and its context with a view to promoting development. Genoa, as a historical city in which the *Palazzi dei Rolli* constitute a Site of exceptional value, provides not only an example of historical and artistic heritage, but also a resource that can still continue to produce economic and cultural value to this day. It is important, therefore, to exploit the opportunities offered by the management plan so as to engender a hopefully lasting understanding and strengthening of the bond between the ability to produce goods and services for the city and the simultaneous transformation of cultural measures into competitive advantage, also by multiplying the economic benefits offered by tourism. This topic has become even more important for the city of Genoa since the tragic collapse, in August 2018, of the Morandi bridge and the ensuing consequences for the city's economic fabric.

In this light, the three action plans identified by this management plan (conservation, development, connection) set out to create an integrated system of activities designed to augment the cultural impact of the system of the *Palazzi dei Rolli* on Genoa's social and economic fabric in line with Italy's most significant local development experiences, which traditionally owe their success to the combination of historical heritage and local creativity.



## Executive summary

The decision to draft this management plan for the UNESCO Site Genoa, *Le Strade Nuove* and the system of the *Palazzi dei Rolli* derives from the need to update the plan drawn up in 2006 at the time of applying for the Site to be inscribed on UNESCO's World Heritage List.

The purpose of this plan is to define a series of integrated strategic plans through which to identify goals and measures for the conservation and enhancement of the Site over the next five years (2020-2024), with a view to increasing the Site's cultural impact on Genoa's social and economic fabric.

The document is split into two parts: the first analyses the current situation (Part I) and the second one describes the 2020-2024 management plan (Part II) and the related action plans.

The first part of the analysis (chapter 1) comprises a brief study of the Site and its components, specifying its characteristic and identifying values, as well as its relationship with the city's urban context.

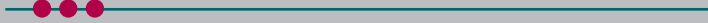
The previous management plan is assessed by:

- detecting implemented measures (chapter 2) through auditing activities directed at the main stakeholders involved, and identifying the current dynamics and projects involving the Site and the city of Genoa;
- evaluating the effectiveness of implemented measures and of the previous governance system (chapter 3) by mapping changes in the system's stakeholders, assessing results, and identifying the needs of the stakeholders involved in the auditing phase.

Starting from an update of the cultural mapping of the *Palazzi dei Rolli* (chapter 4), we observe existing data and their accessibility, with the aim of identifying the main guidelines for updating the database.

A further analysis of the cultural, creative and tourism industries in Genoa's historical city centre (chapter 5) aims primarily at identifying local resources in the following macro-sectors: heritage and entertainment (museums, contemporary art, architecture and live entertainment); material culture (food, fashion, crafts and design); content industries; and tourism.





The second part of the document describes the structure and strategy of the new management plan (chapter 6), conceived as a flexible instrument stemming from an open exchange between the territory's various public and private stakeholders. Based on the new goals defined (chapter 7), three **action plans** have been identified:

**1. Conservation:** the aim is to preserve the entire heritage site in optimal conditions and safeguard it by monitoring the state of conservation of each individual building and of the entire urban complex, while also supporting the coordination of maintenance and restoration measures and encouraging the community to participate in preserving a common asset. The envisaged measures include entertainment programmes, innovative uses of urban spaces, and the implementation of projects designed to raise awareness against vandalism.

**2. Development:** this action plan considers the elements of the Site as a set of integrated resources with diversified potential and aims to support the development of tourism through the sustainable and controlled management of visitor flows and the development of satellite activities, taking into account cultural and creative - but also commercial - industries closely linked to and consistent with the values of the Site. The plan includes measures directly related to the theme of living, such as mapping unused spaces in the historical city centre and planning grants to support new economic activities.

**3. Connection:** this action plan considers the Site on different levels, and sets out to develop connections, both of a physical and of an immaterial, relational kind, which can contribute to the Site's development and efficient management. Some of the plan's measures regard, for example, access to the historical city centre, taking into account the needs of both tourists and residents.

The three Action Plans are to be implemented by means of integrated tools and measures, described in datasheets that identify the main elements required for implementation (chapter 8).

The Management Plan is supported by the definition of a monitoring system (chapter 9) designed to assess the benefits and impact of implementing the goals proposed, based on which it was possible to define a set of monitoring indicators and a system of incentives for the achievement of results.









# 2020-2024 Management Plan

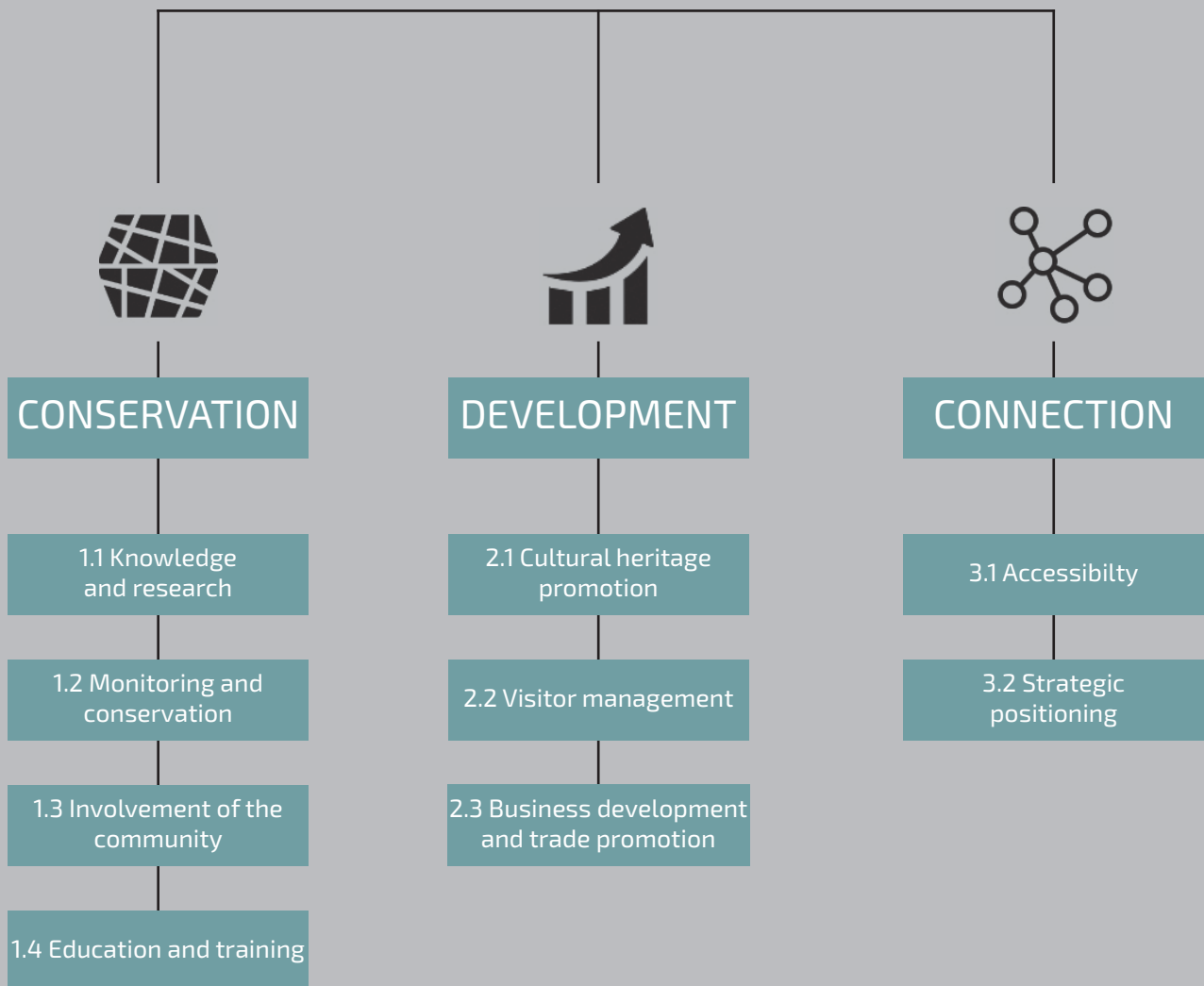


Figure 1. Breakdown of the 2020-2024 Management Plan



# Strategic orientation

## Foundations of the Management Plan

### i. National UNESCO Site management scenario

A management plan identifies the resources available in a given context and the methods for achieving set goals, together with a system for controlling and monitoring their achievement. The definition of any method requires a preliminary overview of the foundations on which it is built, and the case in point is no exception. This section provides a brief outline of the essential elements of the management plan model developed for the Genoa Site on the basis of Italy's prior experience in terms conserving and enhancing cultural heritage sites and of the most recent guidelines laid down by UNESCO.

Any management plan involving a UNESCO Site is based on a *Statement of Significance*, i.e. the reason for which the Site is considered of *outstanding universal value*. In most cases, this recognition arises from the presence of a particular type of asset or one which illustrates a significant stage in human history. However, in the case of Italy, alongside the universal values safeguarded by UNESCO, the territory in question generally features numerous other values, both material and immaterial, which together constitute the identifying nature of the area and the set of resources forming the subject of the management measures. Genoa, as we will see in the analysis section, is no exception in this regard: the area's cultural excellence derives not only from the system of the *Palazzi dei Rolli*, but also from a highly cultural urban context capable of producing new culture still nowadays.

Consequently, the new management plan must be able to interpret the local context dynamically and to take into consideration the heritage site's evolution in all its forms: material culture, traditions, accumulated knowledge, creative spirit, skills handed down from generation to generation, and the creative and cultural industries developed over time. The conceptual effort to be made is very broad in scope: as well as guaranteeing the Site's protection and enhancement, the management plan must also be able to integrate these activities with those inherent in the local context. This operation is all the more necessary when the Site in question is fully integrated in the urban fabric, and indeed, over the centuries, has represented one of the city's most important seats of power, culture and economy, as in the case of Genoa.





## Approaches to developing the Plan

For this reason, we believe that the management plan should be characterised by two mutually integrating approaches that allow it to perform the functions required by UNESCO, namely, to guarantee the Site's conservation and while enhancing its aspects of excellence:

- The first approach is based on an evaluation and estimation of the Site's universal value, and should provide the instruments to maintain this value both today and going forward.
- The second approach is based on an analysis of the cultural and economic context, and should set out to enhance existing businesses, promote the creation of new ones, and focus on the quality of life of the communities that make use of the Site through an open dialogue with same. For example, a historical centre which once served as a venue of culture should also be analysed in terms of its current ability to produce culture, mapping and updating information relating to current culture producing sites: cultural assets and institutions, live entertainment, festivals, contemporary art, cinema, television and multimedia, publishing industry, food industry, fashion and design, arts and crafts, typical local products. If found to be underdeveloped, this vocation should be encouraged as part of a process of bringing the past back to life. The Site's capacity to produce cultural goods and services should be the subject of a thorough census designed to identify the public and private institutions, businesses and professionals who work in this sector in its broadest sense. Getting to know the system in depth is a necessary step in order to mobilise all its components.

Cultural heritage (both material and immaterial) can support the process of local development if:

- it sets the community's quality of life as the process' highest goal;
- it strategically supports and enhances a substantial culture and tourism industry;
- it is a determining factor in achieving a high level of quality in the territory, in particular as concerns infrastructure, reception and hospitality services, and other offerings which, while external, are still connected with the process.



In this way, a Site inscribed on the World Heritage List becomes a major asset within a composite system (source: Italian Ministry of Cultural Heritage and Activities and of Tourism, 2005) comprising a variety of sub-systems:

- The sub-system of **territorial resources**, whereby, in addition to enhancing the most valuable asset, it is also important to enhance the following aspects (through the global production of unique and distinct experiences): the area's environmental assets (reserves, natural parks, historical gardens, etc.); expressions of material and immaterial culture (festivals, gastronomy, etc.); typical agri-food products (wine, cheese, etc.); and the production of events (festivals, exhibitions, etc.);
- The sub-system of **human and social resources**, which includes human capital (i.e. the local availability of a qualified workforce), the ability to implement innovative training processes addressing the needs of the enhancement processes, and lastly, social capital;
- The sub-system of **accessibility services**, which comprises the supply of extraterritorial and territorial transport services compatible with a policy of environmental sustainability. This sub-system must ensure that the territorial system is accessible from the outside and permeable on the inside, not just for tourists, but especially for the people who reside, work, study, etc., within the Site areas;
- The sub-system of **reception services**, which includes both hospitality (hotels, bars, restaurants, etc.) and leisure and sports (trade, cinemas, theatres, swimming pools, tennis courts, etc.). In this case, it is of primary importance to ensure high standards of quality, once again taking into consideration both the needs of inhabitants and of tourists;
- The sub-system of **businesses**, either supplying the input to or using the output of the enhancement process. These businesses belong to a variety of sectors, such as arts and crafts, agri-food, advertising and restoration, and must be able to produce and sell goods and services to the stakeholders involved in the process of enhancing cultural resources and to its users. These undertakings must not neglect the typical features and quality that constitute the distinctive elements to be enhanced. In other words, the quality of the enhancement process should also be reflected in the characteristics of the products and services offered by these businesses, so that their offerings may be identified with a trademark characterising all the territory's products.

A cultural industry thus characterised will be able to support economic development processes when strongly integrated, both horizontally and vertically, with the area's other production sectors.



## The plan as an instrument to build the interest of the local community

The management plan should not be regarded as an instrument of coercion, but as the result of a process of sharing and engaging with the main local stakeholders, according to UNESCO's "5C" strategy, which has a specific objective concerning communities<sup>1</sup>: those dealing with the Site's protection and planning, those operating as entrepreneurs, and the decision-makers involved with managing the urban context, tourist and cultural attractions, and the development of museums, literary itineraries and gastronomic, folklore and cultural initiatives. The plan will have to coordinate and bring together the many organisations and the public and private institutions that contribute to the territory's economic and social growth.

The presence of many interests inevitably raises the issue of their configuration within an organic framework that, while respecting individual preferences, achieves a common project of a higher order. In many situations, interests can be conflictual, the conflict being accentuated when the Sites inscribed in the World Heritage List coincide with the inhabitants' work and living places. Let us think for instance of activities related to the built heritage (renovations, restorations, adjustments to allow for contemporary living needs, possibly conflicting with the Site's need for conservation and readability) or of the commercial needs of production undertakings (signs, spaces, etc.).

This is why listening to and liaising directly with all stakeholders are the mainstays of this management plan, with a view to drawing up a shared instrument that reflects their individual positions. As a result, the management plan stems from the active contribution of the various public and private stakeholders present on the territory, whose goals, institutional capacities and modes of operation had to first be understood. This cognitive exercise, together with an analysis of the results of the previous plan, helped to define the plan's main areas of intervention, while liaising with stakeholders provided useful food for thought for identifying the relevant goals.

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<sup>1</sup>Budapest Declaration (2002),  
<https://whc.unesco.org/archive/2002/whc-02-conf202-25e.pdf>









Underlying the plan's reference framework are the themes of community identity, distinction, balance between resident and tourist populations, infrastructure, restoration of the Site's buildings and its urban protection.

- **Identity.** Through its material and immaterial heritage, the city of Genoa expresses cultural and social values that characterise its image and define the identity recognised by its inhabitant community.
- **Distinction.** Understanding the Site's distinction but also its interaction with the entire city is a goal worth being pursued in order to strengthen the Site's identity and enhance any positive outcome of the interaction.
- **Balance between resident and tourist populations.** It is important to maintain a balance between the resident and the tourist populations so as to avoid the phenomenon of *gentrification* that has occurred in many European tourist cities (e.g. Amsterdam, Barcelona, etc.), where the resident population is being replaced by tourists, with a view to exploiting the value of buildings in the city centre. The consequences of this phenomenon are harmful to a city because they increase the cost of life for inhabitants, they depopulate certain districts of the resident population, they erase historical features in favour of shops and venues responding to international tastes, and they decrease the quality of life in the areas concerned.
- **Infrastructure.** It is important to ensure efficient and sustainable public infrastructure in terms of transport, health, education and tourism.
- **Restoration.** The main priority is to maintain the integrity of the Site, favouring restoration and preventive maintenance work.
- **Urban protection.** Finally, it is important to observe and safeguard the urban protection areas known as *buffer zones*.

The Plan resulting from this work of analysing and harmonising needs is a flexible instrument capable of evolving over time: it must enable an ongoing analysis of the Site's social and economic changes and provide a logical framework within which to formulate new goals and measures.



## ii. Urban development and cultural heritage

The last twenty years have witnessed both a transformation in the role and values of cultural heritage in society, in particular if we consider its urban dimension, and a change in paradigm (Araoz 2009), as reckoned by both the scientific community and by professionals operating in the world of culture and cultural heritage management. Among the causes of this phenomenon are issues such as the community's progressive ownership of such assets and their increasing acceptance as public goods with a financial value (Bandarin, Van Oers, 2014). This has profoundly changed aspects such as management, the definition of political strategies, the planning of conservation projects, urban reuse and development, and the relationship between the public and the private sphere, the latter element being of fundamental importance for the Genoese Site.

In this framework stand the objectives identified in the 2004 Budapest Declaration<sup>2</sup>, UNESCO's 2011 "Recommendation on the Historic Urban Landscape"<sup>3</sup> and the guidelines of the "Global Report on Culture for Sustainable Urban Development"<sup>4</sup>, also drawn up by UNESCO in 2016. Both describe a new approach to managing an urban site, in which a central role is given, not just to cultural values, but also to social and community values, considered an essential means of defining a collective identity in continuously evolving environments. The concept of Historic Urban Landscape, already introduced in the 2005 Vienna Memorandum<sup>5</sup>, is considered a tool capable of reinterpreting the values of urban heritage and introduces a **territorial vision of heritage**, accompanied by greater consideration for the social and economic functions of a historical city, by an approach to change management that seeks to integrate modern growth processes, and by a reassessment of the role of contemporary contributions in the formation and conservation of historical values.

<sup>2</sup> <https://whc.unesco.org/en/decisions/1217/>

<sup>3</sup> <https://whc.UNESCO.org/uploads/activities/documents/activity-638-98.pdf>

<sup>4</sup> <https://unesdoc.UNESCO.org/ark:/48223/pf0000245999>

<sup>5</sup> <https://unesdoc.UNESCO.org/ark:/48223/pf0000140984>





The city of Genoa and its historical centre constitute an interesting testing ground for this approach, which introduces the **call for sustainable development**. The aim is to solve some of the limitations of the traditional approach by defining historical urban areas not merely as a “sum” of monuments and urban fabric, but as a global system, characterised both by historical, geomorphological and social relationships with the local context and environment, and by a complex superposition of meanings and expressions (Bandarin, Van Oers, 2015). In this perspective, Genoa is characterised by a historical stratification of cultural values which includes on the one hand the so-called “old town”, i.e. the historical city centre, and on the other, the urban context in which this is inserted, which connects with heterogeneous city areas: the port, the waterfront, the suburbs and the industrial areas. It is clear that the historical city should be considered as a set of interconnections between the various elements of the urban landscape, in relation to its natural environment and to its geological structure, as well as to its metropolitan and regional context. In short, the Site owes its importance and distinctive character to the perception of its social, historical, artistic, aesthetic, scientific and cultural values, including the stratification of symbolic meanings, the immaterial heritage, the perception of values and the interconnection between the various elements of the historic urban landscape.

The fact of including the concept of historic urban landscape in the new management plan, therefore, reflects a positive interpretation of social and economic mechanisms as factors of change in and adaptation of urban forms and values. Increasing pressures and changes in urban areas require the development of management tools capable of identifying, assessing and mitigating the impact of policies, plans and projects on the historical urban system.

The contemporary concept of urban heritage conservation underlines the need to reconsider the gap between “conservation” and “development” in the theory and practice of urban planning. The management of a UNESCO Site such as the one in question must take into consideration this gap, and must try, through integrated measures, to establish ties between models of **urban heritage conservation and development management**, in order to facilitate the creation of quality spaces and ensure the city's sustainable growth. The presence of a long-term strategic vision for the management of Genoa's cultural heritage is important as, on the one hand, it can ensure the conservation of values considered essential by the local and international community, and on the other, it can transform the Site into a catalyst for economic and social regeneration, thereby stimulating sustainable economic growth.



### iii. Sustainable tourism

The issue of tourism, in particular cultural tourism linked to art cities, exhibitions, museums and UNESCO heritage sites, is central to the debate on sustainability and on the best instruments to enhance cultural heritage with a view to achieving territorial and urban development.

Internationally, cultural tourism has demonstrated great capacity for growth, with the tourists crossing borders for this purpose increasing constantly from 25 million in 1950 to 1,186 billion in 2015 (UNWTO, 2016). This value almost doubled in just 15 years (674 million in 2000) and is expected to reach 1.8 billion by 2030, according to the long-term forecasts of the UNWTO.

Alongside this macro data on cultural tourism, it is also worth taking into consideration the fact that tourist practices are evolving. There has been an evident change in the intentions of visitors, who have gone from wanting to "see" to wanting an engaging experience in order to learn about their own or another culture in depth. Tourism has had to adapt to a significant evolution in demand, which has become increasingly hybrid and competent, discerning and informed, involved with the experiential element of a trip or holiday, and with learning more about the places visited.

Nowadays, when travelling, an increasing proportion of tourists expect products with a strong identity, and unique, "authentic" experiences, also when visiting mass tourism destinations; they seek to liaise with the locals so as to experience their habits and share in the creation of a genuine tourist experience. This kind of tourist is substantially omnivorous and unfaithful to the traditional tourist categories (cultural holiday, seaside, mountain resorts, etc). This traveller transformation has led to the development of many new forms of fruition: increasingly, tourists visit territories seeking experiences poised between culture, landscape, creativity and innovation, ranging from "creative tourism", understood as a form of tourism linked with the fruition of contemporary culture, to tourism connected with manufacturing districts, through to "slow travel" and winery tours combined with elements of art, design and architecture<sup>6</sup>

<sup>6</sup> Friel M., Peres A. (2016), *Futurismi. Nuova mappa per i viaggiatori di domani*, Ulrico Hoepli Editore, Milan



Based on these reflections, we analysed the sustainability of the tourism development of the Genoese Site, making reference to the guidelines of the **UNESCO Sustainable Tourism Programme**<sup>7</sup>, which aims to encourage the managers of UNESCO sites to adopt sustainable behaviours. More specifically, the purpose of the toolkit is to support site managers in identifying and developing the most appropriate solutions for the local context, while developing the management skills required. In addition to the “UNESCO World Heritage Sustainable Tourism Toolkit”, other support tools have also been drawn up at the international level, including the “Making Tourism More Sustainable – A Guide for Policy Makers” (UNEP and UNWTO, 2005), the “Global Code of Ethics for Tourism” drawn up by the World Tourism Organisation and the “Framework Convention on Tourism Ethics” of 2017. Sustainable tourism management of the Site, in favour of both the historical city centre and the resident population, is an all-embracing element that recurs in all the action plans envisaged by the new management plan, both as regards initiatives to improve fruition and in terms of the optimisation and management of tourist flows.

The general indications for enhancing the Site's heritage through sustainable tourism development include:

- Developing the ability of management bodies and local stakeholders to create a network in order to promote synergies through the integration of resources and services and to achieve advantages in terms of visibility and efficiency;
- Promoting positive experiences for visitors by diversifying the cultural offering;
- Reducing impact on the Site: experience diversification should help to prevent or minimise the impact of tourism on the Site by redirecting the flow of visitors;
- Creating partnerships with the tourism industry and planning an integrated communication strategy in order to create incentives for operators and change and improve existing systems, products and experiences so as to reduce impact on the Site and support the resident population.
- Improving governance: institutional bodies should reflect the requirements of effective tourism management;
- Involving industry stakeholders so as to promote an open and engaging tourism management process through regular communications, consultations and collaborations between and with the main parties concerned, in such a way as to define an integrated management of functions.

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<sup>7</sup> <http://whc.UNESCO.org/sustainabletourismtoolkit/>









# PART I

## Analysis of the current situation

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## 1. Analysis of the Site and its components

*This chapter provides a summary analysis of the Site and its local context, used to detect the identifying values underlying the second part of the document: the strategy of the new management plan.*

### A system of 'public lodgings'

The system of the *Palazzi dei Rolli*, an original example of a network of private residences designated to host state visits, contributed to spreading an architectural model and a culture that attracted the attention of artists and travellers, whose writings and works promoted it abroad. Among those hosted in the *Palazzi dei Rolli* was the painter Peter Paul Rubens (Siegen, Westphalia, 1577 - Antwerp, 1640), who set off for Italy in the year 1600, visiting its major cities and absorbing the country's illustrious artistic tradition. Genoa struck a particular chord in Rubens' fervid imagination. Indeed, back in Antwerp, in 1622 he published a volume of drawings of Genoa's *Palazzi dei Rolli*, propounding them as a residential model for the Antwerp nobility and promoting their fame worldwide.



## 1.1. The UNESCO Site “Genoa, Le Strade Nuove and the system of the Palazzi dei Rolli”

The UNESCO Site “Genoa, *Le Strade Nuove* and the system of the *Palazzi dei Rolli*”, occupying various sections of Genoa’s historical city centre, is one of the largest in Europe and the first European example of an urban development project parcelled out by a public authority within a unitary framework and associated to a particular system of public lodgings in private residences. The Site includes a network of Renaissance and Baroque *palazzi* along the so-called *Strade Nuove*, or “new streets”, which connect the medieval streets to the south with the contemporary traffic structures to the north.

Dating back to the late 16th and the early 17th Century, the *Strade Nuove* and the system of the *Palazzi dei Rolli* are an innovative form of urban planning associated to a particular system of ‘public lodgings’ in private residences, based on the laws of the period. The *Palazzi dei Rolli* were built as residences for the richest and most powerful aristocratic families of the Republic of Genoa, then at the height of its financial and maritime power (ICOMOS Evaluation no. 1211, 2006, page 106). As decreed by the Senate in 1576, they were classified based on the value of the land and on the quality of the building, and then inscribed in lists or registers, known as *Rolli*, for the official lodging of distinguished guests. The buildings were split into three categories, or *bussoli*, according to their level of architectural worth and luxury, which each category corresponding to a different rank of guests - ambassadors, dignitaries, sovereign princes, popes and emperors.

The *palazzi*, generally three or four storeys high, feature spectacular staircases, courtyards and loggias that overlook gardens, built on different levels in a relatively confined space. The buildings offer an extraordinary variety of solutions and attain universal value in adapting to the particular characteristics of the location and to the requirements of a specific social and economic organisation.

The Site “Genoa, *Le Strade Nuove* and the system of the *Palazzi dei Rolli*” was inscribed in the UNESCO World Heritage List in 2006. There are 42 *Palazzi dei Rolli* in all, with most of these noble residences being concentrated in Via Garibaldi, Via Balbi, Via Lomellini and Salita Santa Caterina.

The original structure of many of the buildings has been preserved almost intact, and some of the *Palazzi*, as the seat of public institutions and museums, can be visited. These include the buildings of the system of the *Musei di Strada Nuova* - Palazzo Rosso, Palazzo Bianco and Palazzo Tursi - Palazzo Spinola di Pellecceria, seat of the National Gallery of Palazzo Spinola, and Palazzo Reale.





## Inscription Criteria

The criteria based on which the Site was inscribed in the list are as follows:

(ii) *To exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design:* the ensemble of the *Strade Nuove* and the related *Palazzi* exhibit an important interchange of values on the development of architecture and town planning in the 16th and 17th centuries. They were publicised through the architectural treatises of the time, making the *Strade Nuove* and the late-Renaissance *Palazzi* of Genoa a significant landmark in the development of Mannerist and Baroque architecture in Europe.

(iv) *To be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates one or more significant stages in human history:* the *Strade Nuove* in Genoa are an outstanding example of an urban ensemble consisting of aristocratic residences of high architectural value, which illustrate the economy and politics of the mercantile city of Genoa at the height of its power in the 16th and 17th centuries. In 1576, the Republic of Genoa established a legally based list of *Rolli* recognizing the most outstanding buildings for the official lodging of distinguished guests.

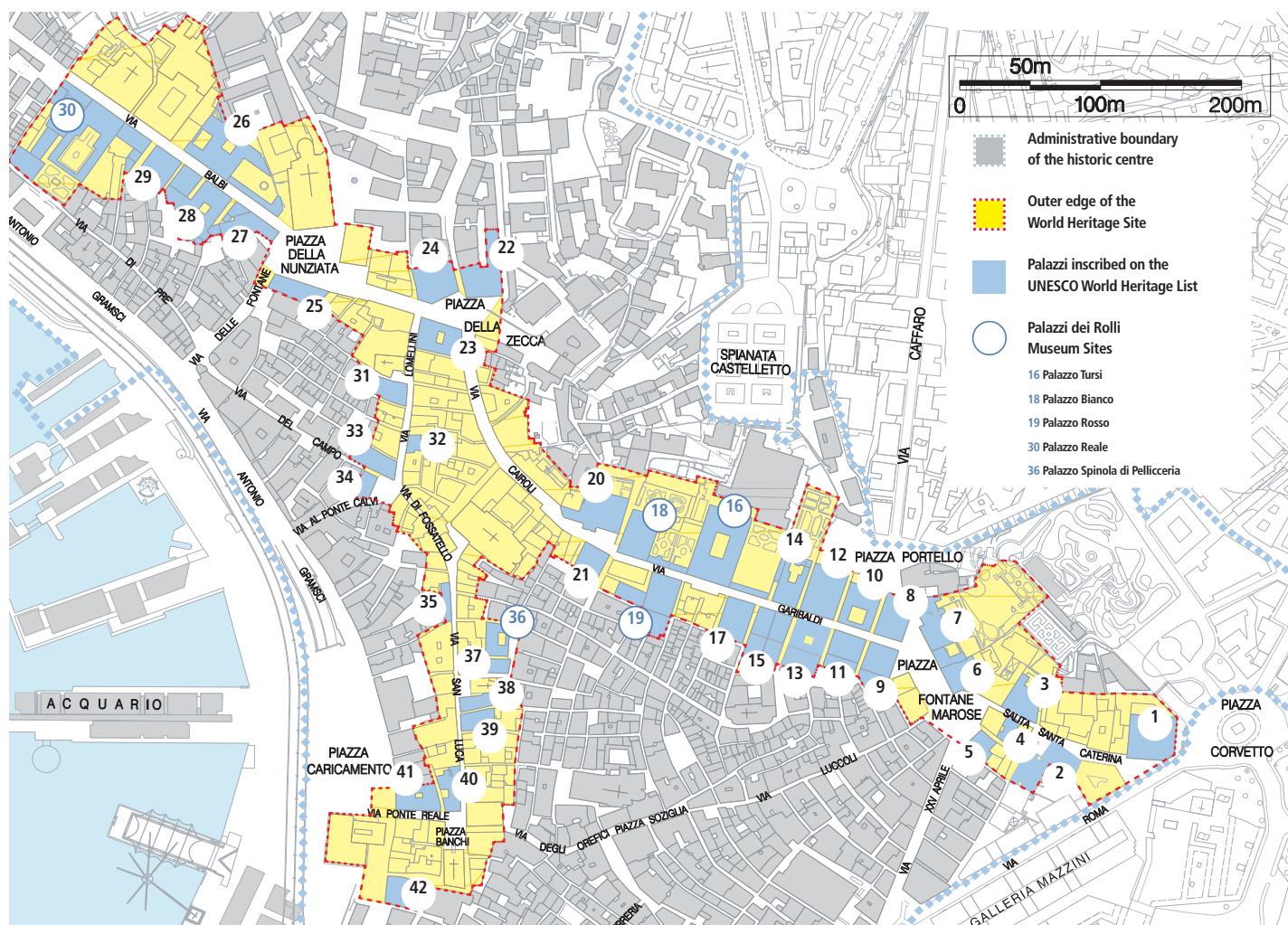


Figure 2. Map of the System of the Palazzi dei Rolli



Below is the list of *Palazzi* included in the Site, with references to the map shown in figure 2.

1. **Palazzo Antonio Doria.**  
Construction commenced in 1541. Seat of the Prefecture.
2. **Palazzo Clemente Della Rovere.**  
Construction commenced in the late 16th century.
3. **Palazzo Giorgio Spinola.**  
Construction commenced in the second half of the 16th century.
4. **Palazzo Tomaso Spinola.**  
Construction commenced in 1558.
5. **Palazzo Giacomo Spinola.**  
Construction commenced in 1445. Seat of the Bank of Sardinia.
6. **Palazzo Ayrolo Negrone.**  
Construction commenced in the second half of the 16th century.
7. **Palazzo Paolo Battista e Nicolò Interiano.**  
Construction commenced in 1565.
8. **Palazzo Agostino Pallavicino.**  
Construction commenced in 1558. Seat of the Banca Popolare di Brescia.
9. **Palazzo Pantaleo Spinola.**  
Construction commenced in 1558. Seat of the Banco di Chiavari e della Riviera Ligure.
10. **Palazzo Franco Lercari.**  
Construction commenced in 1571.
11. **Palazzo Tobia Pallavicino.**  
Construction commenced in 1558.  
Seat of the Chamber of Commerce.
12. **Palazzo Angelo Giovanni Spinola.**  
Construction commenced in 1558.  
Seat of the Deutsche Bank.
13. **Palazzo Gio Battista Spinola.**  
Construction commenced in 1563.
14. **Palazzo Nicolosio Lomellino.**  
Construction commenced in 1563.
15. **Palazzo Giacomo e Lazzaro Spinola.**  
Construction commenced in 1583.
16. **Palazzo Nicolò Grimaldi (Tursi).**  
Construction commenced in 1564.  
Seat of the City Council of Genoa and of the *Musei di Strada Nuova*.
17. **Palazzo Baldassarre Lomellini.**  
Construction commenced in 1562.
18. **Palazzo Luca Grimaldi (Bianco).**  
Rebuilt in the early 1700s on the original nucleus. Construction commenced in the first half of the 1500s. Seat of the *Musei di Strada Nuova*.
19. **Palazzo Ridolfo Maria e Gio Francesco I Brignole Sale (Rosso).**  
Construction commenced in 1671. Seat of the *Musei di Strada Nuova*.
20. **Palazzo Gerolamo Grimaldi.**  
Construction commenced in 1541.
21. **Palazzo Gio Carlo Brignole.**  
Construction commenced in the first decades of the 17th century.



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22. **Palazzo Bartolomeo Lomellino.**  
Construction commenced in 1565.  
Seat of the *Istituto Tecnico Commerciale Vittorio Emanuele II*.
  23. **Palazzo Stefano Lomellini.**  
Construction commenced in the second half of the 16th century.
  24. **Palazzo Giacomo Lomellini.**  
Construction commenced in 1619. Seat of the local military headquarters.
  25. **Palazzo Antoniotto Cattaneo.**  
Construction commenced in the late 16th century. Seat of the University of Genoa.
  26. **Palazzo Gio Agostino Balbi.**  
Construction commenced in 1618.
  27. **Palazzo Gio Francesco Balbi.**  
Construction commenced in the second half of the 16th century.  
Seat of the University of Genoa.
  28. **Palazzo Giacomo e Pantaleo Balbi.**  
Construction commenced in 1618. Seat of the University of Genoa.
  29. **Palazzo Francesco Balbi Piovera.**  
Construction commenced in 1656. Seat of the University of Genoa.
  30. **Palazzo Stefano Balbi (Reale).**  
Construction commenced in 1643. Seat of the *Museum di Palazzo Reale*.
  31. **Palazzo Giorgio Centurione.**  
Construction commenced in the 16th century.
  32. **Palazzo Cosma Centurione.**  
Construction commenced in the late 16th century.
  33. **Palazzo Giorgio Centurione.**  
Construction commenced in 1612.
  34. **Palazzo Cipriano Pallavicini.**  
Construction commenced in the late 15th century.
  35. **Palazzo Nicolò Spinola.**  
Construction commenced in the second half of the 16th century.
  36. **Palazzo Francesco Grimaldi (Spinola di Pellecceria).**  
Construction commenced in 1593. Seat of the National Gallery of Liguria.
  37. **Palazzo Gio Batta Grimaldi.**  
Construction commenced in 1610.
  38. **Palazzo Gio Battista Grimaldi.**  
Construction commenced in the 15th century.
  39. **Palazzo Stefano De Mari.**  
Construction commenced in the late 16th century.
  40. **Palazzo Ambrogio Di Negro.**  
Construction commenced in 1568.
  41. **Palazzo Emanuele Filiberto di Negro.**  
Construction commenced in the second half of the 16th century.
  42. **Palazzo De Marini.**  
Construction commenced in the second half of the 16th century.



Red coloured plaques identify the Site's buildings, although, in actual fact, the system of the *Rolli* includes at least another 42 *palazzi* currently identified within the urban fabric of the historical city centre. The map below shows over 150 buildings inventoried in the five "*Rolli degli alloggiamenti pubblici*", or lists of public lodgings, drawn up in the years 1576, 1588, 1599, 1614 and 1664 (figure 3).

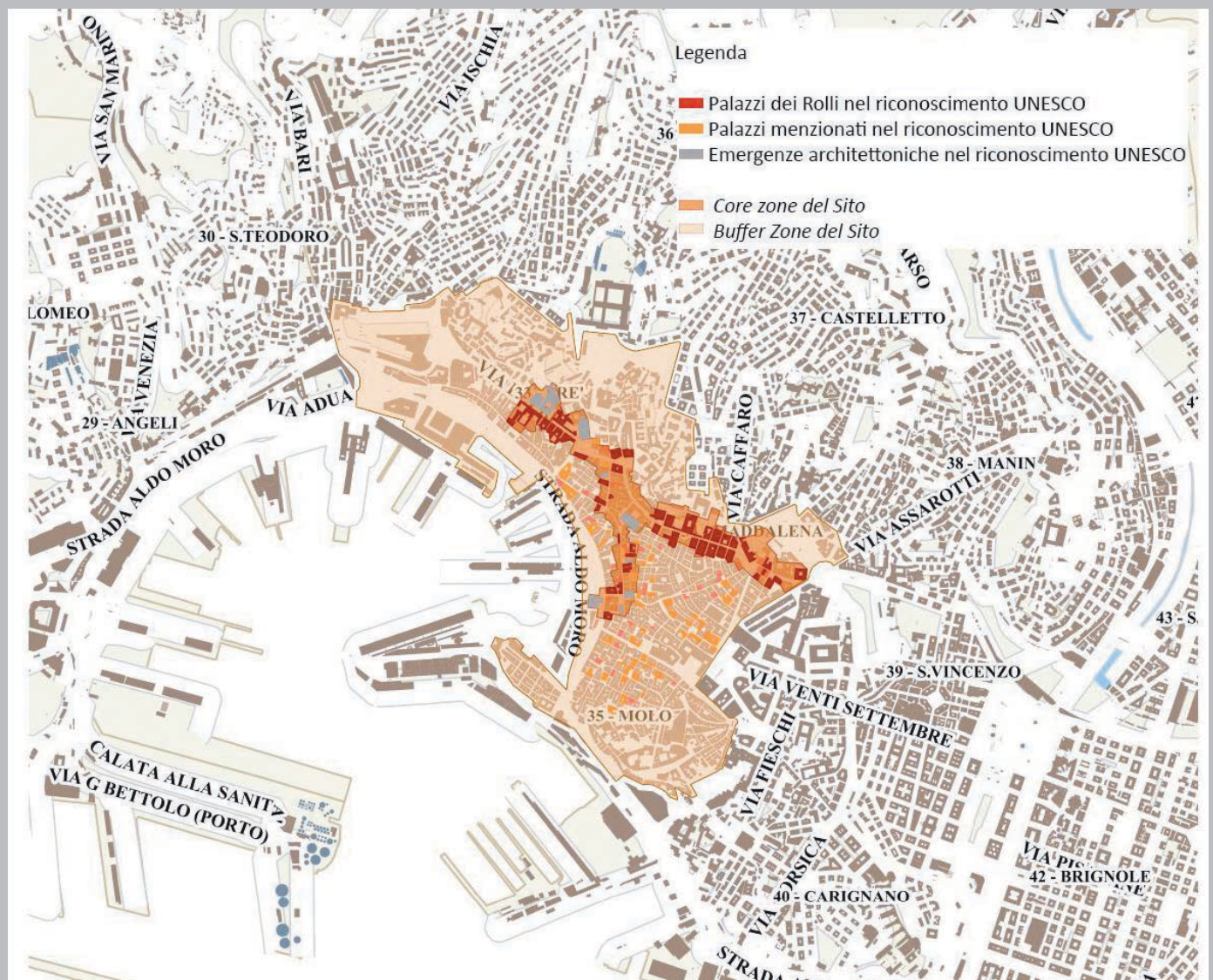


Figure 3. Map of the Site "Genoa, Le Strade Nuove and the system of the Palazzi dei Rolli"

Source of the underlying map: Geoportal of the Genoa City Council



The buildings included in the Site are entirely listed. The purpose of listing is to ensure architectural preservation through prevention, maintenance and restoration activities entrusted, under the management plan (2006), to the Superintendency for Architectural Heritage and Landscape. For every listed *palazzo*, the municipal offices conduct a careful examination to assess and approve any maintenance and restoration projects, including measures that, while not affecting the structure or appearance of the buildings directly, could modify their urban context (e.g. access routes, shop signs, etc.). This is achieved by applying the specific rules of the Municipal Urban Plan. The cultural mapping of the city has been and continues to be an extremely important source of information for controlling construction work. However, in recent years this instrument has not been kept up to date (see chapter 4), with consequent effects on the overall monitoring of interventions.





## 1.2. Values

For the purpose of updating the management plan, we believe it is important to clarify aspects relating to the value of the Site.

Since 1996, UNESCO has several times reviewed the concept of the value of a site to include the definition of cultural landscape, the recognition of the immaterial values of culture, and in general a comprehensive vision that takes into account both the asset in itself and the role it plays in the local culture. In light of these reviews and in order to achieve the integrated management of the Site and its values, it is worth distinguishing between the "core" and "complementary" values of *Le Strade Nuove* and the system of the *Palazzi dei Rolli*.

The core values (or "Outstanding Universal Values"), already recognised by a number of documents relating to the Site's inscription in the World Heritage List, are those that express the main features of the site. These elements, which define the "substance" of the exceptional and universal value of the Site, form the basis of the management plan's protection and preservation measures.

### Outstanding Universal Value

Outstanding Universal Value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole.

"Operational Guidelines for the Implementation of the World Heritage Convention" (2017)



Figure 4. Site values



### 1.2.1. Urban values

#### *Description*

The Site constitutes an innovative and original example of urban planning intervention and an outstanding model of an urban development project with a unitary framework, where plans were specially parcelled out and reserved for the most important aristocratic houses. The Site still stands in the heart of the contemporary city, in a position connecting the medieval streets to the south with the contemporary traffic structures to the north.

#### *Key references in the documents relating to the inscription of the Site*

This urban planning intervention constitutes an altogether innovative episode, both in Genoa, compared with the dense fabric of the mediaeval streets, and in the panorama of Italy and Europe as a whole (...)" (Nomination file 1211, 2006)"*Strada Nuova* in Genoa (1551-1583) constitutes the first example in Europe of an urban development project with a unitary framework, where the plans were specially parcelled out by a public authority and reserved for the major aristocratic houses (...)" (Advisory Body Evaluation ICOMOS, 2006)





Figure 5. Map of “Padri del Comune” (1656) and “Gabella possessionum” and of 1414  
Source of the underlying map: Geoportal of the Genoa City Council



## 1.2.2. Historical-documentary values

### *Description*

The *Palazzi dei Rolli* are residences built by the richest and most powerful aristocratic families of the Republic of Genoa, then at the height of its financial and maritime power. They offer an extraordinary variety of architectural solutions, adapting to the particular characteristics of the location and to the requirements of a specific economic and social organisation. The Site illustrates the economy and politics of the mercantile city of Genoa at the height of its power. Genoa was a great maritime power that dominated the Western Mediterranean in particular, in addition to being an international banking centre in the 16th and 17th centuries.

### *Key references in the documents relating to the inscription of the Site*

"The building of *Strada Nuova* brought three things together at the same time and with a strong and unprecedented unitary image: the most advanced urban culture of the second half of the sixteenth century, experimentation with new and modern residential models compared with the contemporary culture, and the symbolic representation of the power of a new governing class (...)" (Nomination file 1211, 2006).

"Within this political and economic context, the ensemble of the *Strada Nuova* was born as an élite quarter, placed in a panoramic position overlooking the old town, and symbolically representing the new governing class of the republic (...)" (Advisory Body Evaluation ICOMOS, 2006)

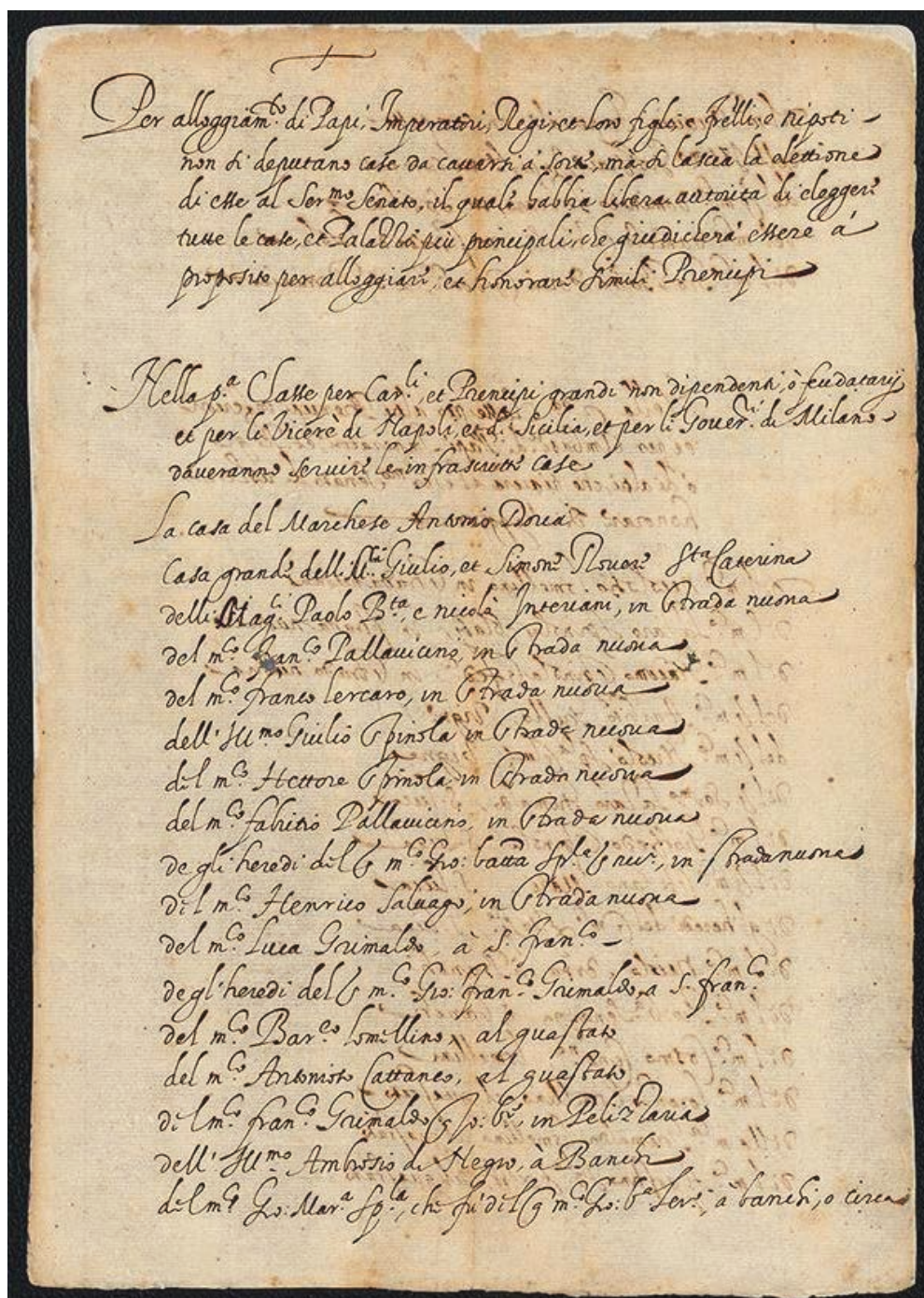


Figure 6. Rollo of 1599, "Senato, sala Senarega", row 18  
"Diversorum Collegii", doc 8

Source: [www.rolliestradenuove.it](http://www.rolliestradenuove.it)





### 1.2.3. Architectural and artistic values

#### *Description*

The *palazzi*, generally three or four storeys high, feature spectacular staircases, courtyards and loggias that overlook gardens, built on different levels in a relatively confined space. The buildings offer an extraordinary variety of solutions and attain universal value in adapting to the particular characteristics of the location and to the requirements of a specific social and economic organisation. The individual buildings possess in themselves artistic values of considerable worth, both for their decorations and for their gardens and loggias, and house in their interior paintings and furniture collections of unparalleled value.

#### *Key references in the documents relating to the inscription of the Site*

"*Strada Nuova* appeared to four experts, Schickhardt, Rubens, Scamozzi and Furttenbach, as an original residential model, for the concentration of the palazzo in a single rectilinear precinct, for the complexity of the various residential solutions, for the sumptuousness of the decoration and the furnishings, and for the gardens rich in ornamental trees (...)" (Nomination file 1211, 2006)

"The *palazzi* achieve universal value in adapting to the particular characteristics of the site and to the residential and entertaining requirements of a peculiar social and economic organisation (...)" (Advisory Body Evaluation ICOMOS, 2006)

Values defined as "complementary" are elements which, while constituting a cultural resource recognisable in the Site, are not considered in the dossier relating to the inscription of the Site in the World Heritage List. These values are elements of great potential for the development of enhancement and management measures involving the Site.



Figure 7. Palazzo Balbi Stefano

Source: [www.rolliestradenuove.it](http://www.rolliestradenuove.it)



#### 1.2.4. Landscape and relational values in connection with the historical urban site in its entirety

##### *Description*

The system of the Palazzi dei Rolli is situated in the historical city centre of Genoa, an urban complex of medieval origin which in itself possesses unique values in terms of the types of buildings present, its extension and the relationship with the port area. From the point of view of cultural relations, the city's culture venues are located in an area situated between Le Strade Nuove (Via Balbi, Via Cairoli and Via Garibaldi) and the rest of the old town, as far as the waterfront and the Darsena (wet docks), passing through Piazza De Ferrari and Via San Lorenzo.





Figure 8. View of the city from Castelletto

Source: [www.visitgenoa.it](http://www.visitgenoa.it)



### 1.2.5. Values attributable to immaterial culture

#### *Description*

The culture of a place is manifested not only in material but also in immaterial forms, which are handed down from generation to generation through language, music, theatre, behaviours, gesturing, practices, costumes and many other social and cultural customs. Since the Site in question is inscribed in the World Heritage List as a cultural site, it is important to take the immaterial aspects of the local culture into consideration when defining cultural enhancement goals and strategies. Below are the main aspects identified:

- Genoa, a gateway onto the Mediterranean: the city collects a plurality of experiences concerning the encounter between different peoples and cultures. The city is a talking manifestation of the people, objects, abilities and customs that reached Genoa over the centuries, and of the substantial migrations that still mark the city today, particularly from the Arab world.
- The Genoese school of Italian singer songwriters: the city has been the birthplace of several innovative singer songwriters, from ancient traditional songwriters who wrote in dialect to the major innovators of the sixties through to the more recent generations of songwriters. This links to the issue of linguistic traditions, including dramatic works in dialect.
- Genoese gastronomy: cultural authenticity encompasses the food industry through dishes which enhance the area's typical products.





Figure 9. View of the historical city centre from Porto Antico

Source: [www.rolliestradenuove.it](http://www.rolliestradenuove.it)





### 1.3. Buffer zones and the old town of Genoa

UNESCO, in the "Operational Guidelines for the Implementation of the World Heritage Convention" of 1977 and its subsequent updates, defines a *buffer zone* as "an area ensuring an additional level of protection to a World Heritage Site". For the UNESCO site "Genoa, *Le Strade Nuove* and the system of the *Palazzi dei Rolli*", the nomination dossier set the buffer zone as the perimeter of the historical city centre identified by the Municipal Urban Plan in force. This delimitation reconfirmed the perimeter of protection founded by pre-existing instruments for the protection of the territory.

More specifically, the buffer zone includes the area of the old town that includes the districts Prè, Molo and Maddalena (113 ha). The most significant urban characteristic lies in the ongoing presence of a medieval settlement structure - still recognisable in the size of the building parcels and in the architectural details of the buildings - which entails a high building density with an overall volume of about 10,000,000 m<sup>3</sup><sup>8</sup>. The old town of Genoa is a mainstay of the city's historical, artistic and cultural identity, not only due to the system of the *Palazzi dei Rolli* but also to the Palazzo Ducale and to the Musei di Arte Antica.

The second periodic report, presented in 2014 at the UNESCO General Conference, specifies that while the boundaries of the core zone are well known both to the bodies responsible for managing the site and to residents and the local community, the boundaries of the buffer zone are not familiar among the latter. This constitutes a critical aspect as the core zone is of fundamental importance for the conservation and for the core values of the site. It is worth noting that in the in-force Municipal Urban Plan (2015), the boundaries of the historical city centre do not include the Principe district, given the need to develop services in this area, whereas it is included in the buffer zone considered by the 2020-2024 Management Plan.

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<sup>8</sup> Data taken from the "Analysis of the Built Environment" of the in-force Municipal Urban Plan (2015)

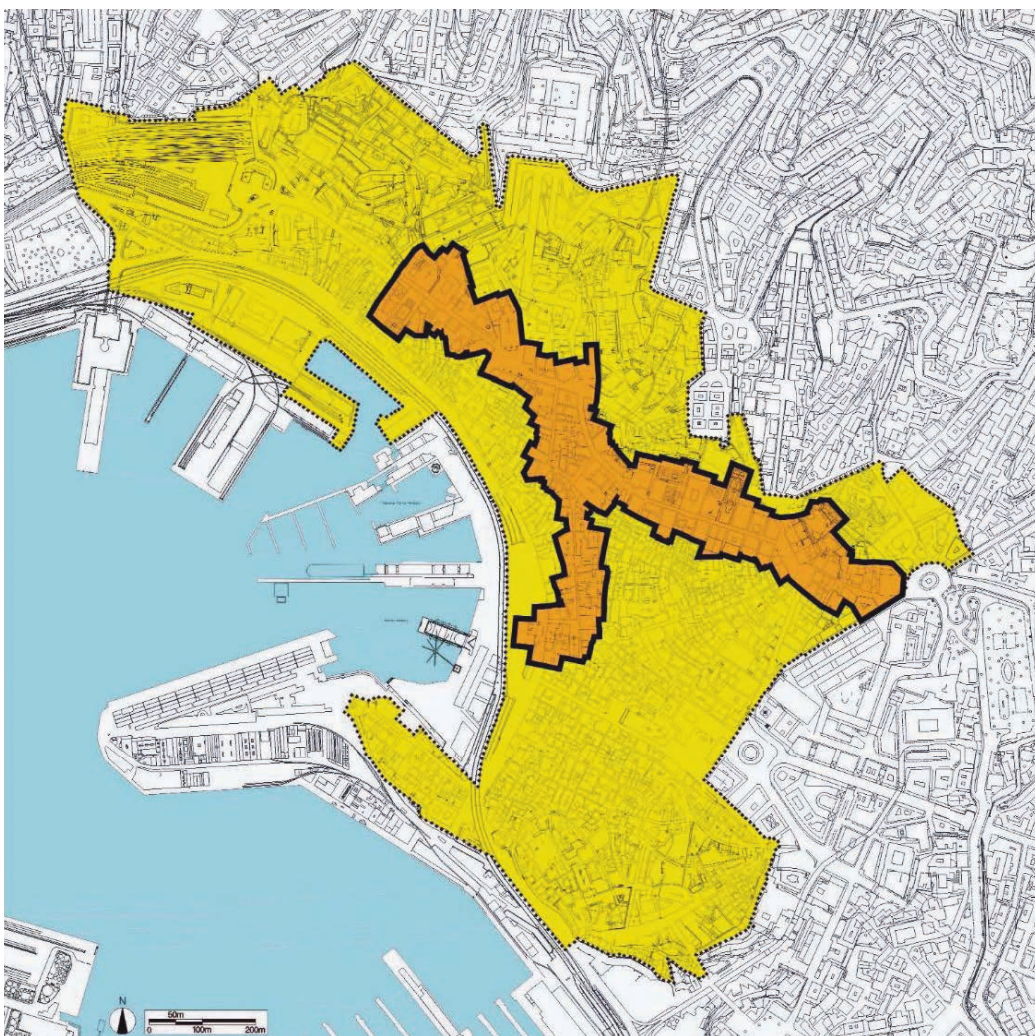


Figure 10. Delimitation of the Core Zone and of the Buffer Zone

Source: Nomination dossier (2006), Vol. I



In the years between the end of the last century and the start of the 21st century, the old town of Genoa was the subject of a comprehensive urban redevelopment project (on a town-planning, environmental and social level), alongside interventions to improve liveability, accessibility and relations with waterfront areas.

In the early nineties, an urban transformation programme was defined, which began with the areas of the World Expo (1992) and then expanded to encompass all the areas between Porto Antico and Stazione Marittima: the Darsena Comunale (site of the Faculty of Economics and Commerce), the Morosini area (tourist marina), Ponte Parodi (demolition of the decommissioned grain silo), etc.

This comprehensive redevelopment strategy, expounded by the 2000 Municipal Urban Plan, envisaged redevelopments on an urban scale, through for example a plan to re-convert and enhance the old port seafront area, but also to support widespread restoration. To this end, it defined specific implementing rules governing building interventions based on a systematic exploration of the built heritage by means of a cultural mapping of the old town (1995-1999).

The urban transformation project involving the old town was further pursued using the funding provided for the G8 (2001), with allocated resources used primarily for extraordinary urban maintenance interventions and for GeNoa 2004 - European Capital of Culture (in the latter case, the funding was used on the one hand to enhance the city's artistic heritage through the restoration of notable buildings, and on the other, to improve the city's system of museums). Particular attention was paid to the Darsena area and the Galata district, which became the seat of the *Museo del Mare e della Navigazione* (Sea and Navigation Museum).

With the definition of the new Municipal Urban Plan (approved in 2015), the historical city has once again become the subject of transformation strategies. Moreover, issues such as accessibility and links with other areas of the city are also being pursued, partly with the aim of integrating the tourist offering and enhancing the city's cultural and historical heritage.

The analysis of the built environment presented as part of the Municipal Urban Plan (2015) provides a description of the evolution of the old town.





" (...) Of considerable importance was the completion of interventions in the area of the old port, which enabled its transformation in a vital part of the city, fully open to the public and connected both physically and functionally to the historical city centre.

The process of restoring the old port to the town, initiated in 1992 for the Columbus celebrations with the realisation of the exhibition district, the transformation of the Morosini area and the establishment of the Faculty of Economics and Commerce in the Darsena, then continued with construction and environmental restoration interventions involving the Darsena Comunale. These made it possible to renovate ancient buildings originally intended as port depots, endowing them with new urban functions and specialised public services and exhibition spaces, and to improve and enhance outdoor areas both along the docks (Calata Vignoso, Calata De Mari, Calata Dinegro) and the areas around the buildings.

During these years, special events such as the G8 Summit of 2001 and "Genoa 2004 - European Capital of Culture" provided a decisive contribution towards the general renovation works carried out, thanks also to the related funding, through which it was possible to invest in permanent structural works and in the implementation of significant urban maintenance interventions. (...)

The multiplicity of interventions mentioned, together with the funding provided both at the regional and the ministerial and European level, have driven widespread architectural renovation, implemented by individual owners who have progressively invested in the restoration and maintenance of their buildings, both independently and using public funds made available as part of specific integrated renovation programmes. (...)

The new dimension taken on by the historical city centre, which has expanded to include the waterfront, was assisted by works on accessibility, focusing mainly on strengthening public transport by: - extending the urban underground line, which crosses the historical city centre almost entirely, with the stations Principe, Darsena, San Giorgio, Sarzano and De Ferrari; - pedestrianizing and renovating the monument-lined axes crossing the city (Via San Lorenzo, Via Garibaldi, Via Cairoli, Via Lomellini); - creating a network of public and private car parks around the historical city centre (Stazione Principe, Salita Provvidenza, C.so Dogali, Carmine, Darsena, Ponte Parodi, Expò, Mura della Marina, Piazza Sarzano, Piazza Erbe, Salita Prione, Piazzale Mazzini); - modernising the system of lifts that carry passengers to high altitudes in just a few seconds, ensuring a connection within the historical city centre and between it and the hilly surrounding areas (particularly important are the projects involving the line between the car park of Mura della Marina and the underground station with an exit in Piazza Sarzano and the restoration of the Ascensore di Montegalletto with the inclusion of a horizontal translation system enabling direct connection between Via Balbi and Corso Dogali). These interventions have favoured the progressive displacement of vehicular traffic across the city towards the seafront, thereby lessening traffic on the inner roads and close to the city's monuments. (...)

The current and most significant issue concerns access by Ponte Parodi; this is particularly delicate given that it involves a reconversion project with the potential for attracting users from the city and beyond, and therefore should also envisage the allocation of car parks. While pedestrian accessibility may be considered satisfactory - the area being served by adequate public transport earmarked for further improvement with the planned construction of cycle paths and new connections with the port areas - vehicular accessibility remains unsatisfactory. To this end, under the scope of an Innovative Urban-Planning Programme, the seafront area between Via Buoizzi and Via Gramsci will undergo renovation works involving the Principe junction and the reorganisation of the neighbouring Principe- Prè area, a pedestrian connection between the Principe underground station and the port areas, the construction of a pedestrian underpass between the Principe railway station and the underground station, and the restoration of Viadotto Cesare Imperiale, the roundabout in Via Buoizzi and the Principe - Darsena route."



## 2. Identification of the measures carried out as part of the previous plan

*This chapter presents the results of the auditing work carried out with the purpose of detecting, on the one hand, the criticalities and needs, and, on the other, the potential and opportunities identified by the assessment of the measures implemented, on the basis of which the goals of the new management plan have been defined.*



## 2.1. Auditing results

### 2.1.1. Summary of results

Below is a summary of the results of the auditing phase. The first section summarises the fundamental aspects that emerged during interviews on the previous management plan, its goals and the measures envisaged. This summary leads to an outline of the strengths and weaknesses of the old management plan, which were taken into account when reviewing same.

The second section summarises - by means of a SWOT matrix (*Strengths, Weaknesses, Opportunities and Threats*) - the opinions expressed on the UNESCO Site and the evidence that emerged from an analysis of the context, given herein for ease of consultation.





## Opinions on the 2006 Management Plan and its application

### Strengths

- Acquisition of a wealth of knowledge and professionalism by the bodies entrusted with managing a UNESCO Site and opportunities to exchange views with international organisations.
- Extensive knowledge of the Site and its constituting elements, presence of an accessible database through the support of the City Council's Information Systems division.
- Coordination entrusted to a private body, simplifying procedures, timeframes and certain managerial aspects.
- Effective promotion of tourism and cultural activities, also through measures not provided for by the Plan, such as the *Rolli Days*.
- Possibility to build a flexible management plan, on the basis of past experience, enabling the implementation of scheduled measures with a view to achieving set goals.
- Growing interest in the Site and its values on the part of the institutions and local bodies, including the City Council, the University, the Superintendency, the Regional Authorities and the Chamber of Commerce, all of which are key stakeholders central to the Site's management.
- Involvement of the University of Genoa, leveraging various competencies in the humanistic, polytechnic and scientific fields.
- Possibility of coordinating tourism promotion and reception through ongoing collaborations with other local cultural institutions.
- Presence of a database of technical information with a high level of detail.



## Weaknesses

- Having entrusted organisation and administration to a private entity penalised the Site's representation in contexts where the main interlocutors were public entities or bodies entitled to make formal commitments on a different level to those that the legal representative of a non-public entity can make.
- Inability to plan viable integrated measures because of the non-recognition of the institutional role of private entities.
- Ineffective role of a private entity entrusted with enforcing governance measures regarding the protection and maintenance of a Site managed by a public entity.
- Closure of the Civis Observatory and failure for a period of time to identify a structure that could take over its activities; dissolution of the City Council's Historical City Centre Office and unclear allocation of its powers to other departments.
- Difficulties simplifying the use, updating and implementation of the database due to vast amounts of data concerning the Site's constituting elements.
- Difficulties reorganising competencies in the event of withdrawal of a body involved with managing the Site.
- Unclear allocation of roles and responsibilities, with consequent inefficiencies in terms of management and external relations.



## Opinions expressed on the UNESCO Site and on the buffer zone

### Strengths

- Acquisition, during the years prior to and following nomination, of in-depth knowledge of the elements making up the Site.
- Presence of a system of historical boutiques that enhance both the economic and the tourism system of the Site and of the buffer zone.
- Presence of a cultural and tourism promotion system, with the organisation of visits, special events, cycles of conferences and meetings, and school-related initiatives, all of which stimulates a sense of identity among citizens.

### Weaknesses

- Scarce exploitation of the potential connected with the presence of a UNESCO Site in a fragile urban context with many criticalities yet rich in historical and artistic aspects.
- Difficult fruition of the Site due to the buildings' different ownerships and visiting systems, also as a result of the absence of an integrated ticketing system inclusive of other attractions, such as the area of Porto Antico.
- Knowledge of the asset is not widespread through all levels of society. This can be inferred by the Site's association with a number of marketing events that alone cannot convey its complexity and by the lack of guided tours offering the possibility to visit other *Palazzi dei Rolli* beyond those housing museums, which are often perceived exclusively as standalone museums and not as part of an ensemble.
- Unclassified scientific literature, with no perception of the quantity and quality of research, publications and reports currently in existence concerning the Site.





## Opportunities

- Increased attention of stakeholders towards the old town's cultural heritage.
- Management and development of reception and commercial activities within the Site, considering for example the presence of integrated street associations (*Centri Integrati di Via*) supporting the local economic fabric with commercial, production and entertainment promotion and territory enhancement measures.
- Proximity of the Site to cultural institutions that attract a continuous flow of national and international tourists throughout the year.
- Possibility of developing national and international relations with other UNESCO Sites and with international organisations.
- Growth of the local supply chain involved with the production of audio-visual content and first-class results in the fields of design and handicrafts.
- Active policies to support cultural enhancement and production.
- Vast presence on the territory of municipalities with a *Bandiera Arancione* or orange flag (a label guaranteeing tourism and environmental quality), whose development programme aims to create opportunities for the growth of cultural tourism, as well as of municipalities named the "Most Attractive Village in Italy" and sea resorts certified by a Blue Flag, which attract tourists seeking culture, landscape and the environment.
- Presence of a regional tourism plan that sets the development guidelines for the territory.
- Presence of a pact for the strategic development of tourism at the regional level, which the city of Genoa has joined and which sets out to implement synergistic actions and coordinated interventions to pursue the goal of boosting the industry and Liguria's tourism potential.
- Presence of new high-speed rail links between Genoa, Milan and Venice.
- Growth of the region's attractiveness on targeted foreign markets, i.e. Germany, France and Switzerland (see the Report "Foreign markets in competitor regions. A comparative analysis." Regional tourism observatory, 2017).
- Positive forecasts for cruise tourism on the worldwide and Italian level.
- Presence of a network of second homes, used on an average of 155 days per year by owners/tenants.



## Threats

- Uncontrolled development of tourism and commercial activities in the *Palazzi*, with the consequent implementation of incoherent and inharmonious restorations and renovations that may alter the buildings' distribution function and bring about social phenomena of abandonment of the area by residents.
- Progressive loss of decorum: widespread dirt, widespread illegality, uncontrolled opening of shops, excessive number of nightclubs that generate discomfort and the loss of a feeling of safety among citizens. Lack of civic sense.
- Appropriation of areas by ethnic groups with inadequate social behaviour, resulting in the concentration of social distress in certain areas.
- Tendency for young people to abandon business activities.
- Hyper-fragmentation of the creative industries and excessively small cultural undertakings.
- Cultural and tourism promotion inconsistent with the dissemination of knowledge relating to the Site and unharmonized in terms of advertising and informational material. Non-establishment of relations between local cultural institutions and tourist guides.
- Difficulties involving the owners of the *Palazzi*, given the different types of ownership involved, as well as organising and scheduling management and planning activities aimed at ensuring improved fruition and accessibility.
- Difficulties engaging the resident community.
- Tourism in the region and in the city is strongly connected with their primary attraction (the sea) and is therefore dependent on weather conditions and on the offerings of international tour operators.
- Greater growth on the Italian market of certain competitor regions such as Apulia and Emilia Romagna (Regional tourism observatory).
- Greater capacity for growth of competitor regions in priority markets (USA, Holland, UK, Belgium and Austria) and in complementary markets (Canada, China, Norway, Sweden, Denmark, Russia, Poland and Spain) (Regional tourism observatory).

### The following breakdown of results stems from a critical analysis of the information collected.

This first breakdown provided useful information towards drawing up a new management plan for the Site:

- Construction of a **flexible management plan that responds to evolving scenarios**.
- Reorganisation and clear allocation of the roles and responsibilities of the signatories of the Memorandum of Understanding.
- Definition of relationships with the owners of the buildings.

Greater attention to **involving organisations and institutions** also outside the project team.



## 2006 Management Plan and its application

Wealth of **knowledge** and **professionalism**  
Accessible **database**  
**Presence of a tourism-cultural promotion system**

*Strengths*

*Opportunities*

Construction of a **flexible management plan**  
Growing **interest**  
**Involvement** of organisations and institutions  
**Growing cultural tourism**

Absence of **integrated planning**  
Difficulty **updating** the database  
Definition of **roles** and **responsibilities**

*Weaknesses*

*Threats*

**Reorganisation** of competences  
Scarce **clarity** of roles  
**Relations** with owners

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Breakdown of the SWOT analysis with respect  
to the 2006 Management Plan and its application

## UNESCO Site and its buffer zone

In-depth **knowledge**  
Network of **historical boutiques**  
Cultural and tourism **promotion** system

*Strengths*

*Opportunities*

Dynamic **economic fabric**  
Proximity to **attractive cultural institutions**  
**International relations**  
**Growing tourism**

**Poor exploitation** of potential  
Difficult **fruition**  
**Knowledge not widespread** or systemic

*Weaknesses*

*Threats*

**Uncontrolled development** of commercial activities  
Loss of decorum and **abandonment**  
**Inconsistent** cultural and tourism promotion  
Presence of **strong competitor regions** on the target markets

Breakdown of the SWOT analysis with respect  
to the UNESCO Site and the buffer zone




## 2.1.2. Audit Interview Plan

Below is a summary of the names and affiliations of respondents during the auditing phase. The type of responsibility in the 2006 plan, the actions of direct responsibility (if any), the assessments with respect to actions, governance and future prospects are reported in the interviews in the Italian version of the document.

A total of 18 people were interviewed, of which: 9 from the Genoa City Council, belonging to different sectors; 2 from the Fondazione Palazzo Ducale; 2 from the Superintendence, 2 from the University of Genoa, 2 from Associations linked to the Site and 1 from the Chamber of Commerce.

The interviews are reported in chronological order, according to the following index:

- A Cristina Giusso** (Genoa City Council, Direzione Urbanistica) - **Elisa Videtta** (Genoa City Council, Direzione Sistemi Informativi), 11 June 2018 /11 July 2018
- B Ornella Borghello** (Fondazione Palazzo Ducale) - **Chiara Bricarelli** (Fondazione Palazzo Ducale) - **Paola Serra** (Genoa City Council - Direzione Marketing Territoriale, Promozione della Città e Attività Culturali), 12 June 2018
- C Claudia Bergamaschi** (Associazione Genova in Mostra), 12 June 2018
- D Andrea Pinto** (Associazione dei Palazzi dei Rolli della Repubblica Genovese), 13 June 2018
- E Elena Manara** (CCIAA Genova - External Relations, Tourism Office), 25 June 2018
- F Carla Arcolao** (Superintendency for Archaeology, Fine Arts and Landscape for the Metropolitan City of Genoa and the provinces of Imperia, La Spezia and Savona - MIBACT), 25 June 2018
- G Cesare Torre, Daniele D'Agostino, Egidio Camponizzi** (Genoa City Council, Direzione Marketing Territoriale, Promozione della Città e Attività Culturali), 11 July 2018
- H Lauro Giovanni Magnani** (University of Genoa - Dipartimento di Italianistica, romanistica, antichistica, arti e spettacolo - DIRAAS), 17 July 2018
- I Cristina Pastor** (Soprintendenza Archeologia, Belle Arti e Paesaggio per la città metropolitana di Genova e le province di Imperia, La Spezia e Savona - MIBACT), 26 September 2018
- J Sandra Torre** (Genoa City Council, Direzione Turismo), 22 October 2018
- K Marisa Gardella, Raffaella Cecconi** (Genoa City Council, Direzione Marketing Territoriale, Promozione della Città e Attività Culturali), 24 October 2018



## 2.2. Identification of the dynamics and ongoing projects involving the Site and the city of Genoa

### 2.2.1. Summary of results

The results of the auditing phase made it possible to map the ongoing or envisaged projects/measures involving the UNESCO Site and the buffer zone by identifying the proposing and implementing parties, the expected results and, where possible, the resources required to execute said projects.

A measure already mentioned above and shared by all parties relates to the *Rolli Days*: this measure was not provided for by the 2006 management plan, and yet is organised on a regular basis at least twice a year. The *Rolli Days* are important events, not only because they make it possible to visit *Palazzi* that are rarely open to the public, but also because they have become a means of disseminating information among the local population. The *Palazzi dei Rolli* and the UNESCO Site have entered the common language, but this does not mean that in-depth knowledge about them has become widespread. Another aspect that should not be underestimated is the synergistic relationship developed between Palazzo Ducale, the Genoa City Council, the University of Genoa and other institutions/organisations operating on the territory.

Summaries of existing actions and proposals for the future, broken down by respondents, are provided in the Italian version of the document.



### 3. Evaluation of the effectiveness of implemented measures and of the governance system of the previous management plan

*This chapter describes the effectiveness of the previous plan by mapping changes in the stakeholders involved and evaluating implemented measures on the basis of the information acquired during the auditing phase. Starting from the main needs identified, this chapter details the elements required to update the existing governance system.*

#### 3.1. Mapping changes in stakeholders

The scenario in which the new Management Plan will come into play involves largely different stakeholders to those present in the 2006 plan. There are three main reasons for these changes:

1. Redefinition of offices and/or directorates within the institutions involved.
2. Regulatory measures that have changed the status of previously involved entities.
3. Closedown of particular offices and/or directorates that have not been replaced.
4. Acceptance, on the part of the signatories of the Memorandum of Understanding, of the involvement of the Associazione dei Rolli della Repubblica Genovese in the Site's governance.





The specific changes in each case are listed below.

## 1. Redefinition of offices and/or directorates within the institutions involved

2006 Management Plan Entities responsible for the measures	Management Plan Updates 2018 - 2019
<b>Ducale S.p.A</b>  The following Divisions were involved with regard to Culture, Sport and Tourism: <ul style="list-style-type: none"> <li>- Museums</li> <li>- Tourism and Promotion of the City</li> <li>- Promotion of the Tourist City (included among the other institutions/directorates connected with some of the measures promoted by the 2006 Management Plan)</li> </ul>	<b>Fondazione Palazzo Ducale</b> The transformation did not in fact bring about any change to the management of the UNESCO Site  Currently, three directorates deal with Culture and Tourism: <ul style="list-style-type: none"> <li>- Territorial Marketing Directorate, Promotion of the City and Cultural Activities</li> <li>- Tourism Directorate - Tourist Office Reception Service Management</li> <li>- Cultural Heritage and Youth Policies Directorate</li> </ul>

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## 2. Regulatory measures that have changed the status of previously involved entities

- Replacement of the Provincial Authorities of Genoa with the **Metropolitan City** (as provided for by Law no. 56/2014 which governed its institution), the presence of which was envisaged by Constitutional Law no. 3/2001.
- The **Superintendency for Archaeology, Fine Arts and Landscape for the Metropolitan City of Genoa and the provinces of Imperia, La Spezia and Savona** (branch office of the Italian Ministry for Culture and Heritage) was established on the basis of Ministerial Decree no. 44 of 23/01/2016, following the unification of the Superintendency for Fine Arts and Landscape of Liguria and the Superintendency for Archaeology of Liguria.

## 3. Closure of particular offices and/or directorates that have not been replaced

- Closure of the Civis Observatory with the dispersion of its competencies, which have become untraceable and therefore cannot be recorded. Part of the Civis staff was subsequently absorbed by a number of municipal directorates and/or offices such as, for example, the **Town Planning Directorate** and the **Technical Services Office**.
- Closure of the Historical City Centre Office operating as part of the Territory, Mobility, Economic Development and Environment Directorate of the Genoa City Council. In this case, some competencies were absorbed by the **Town Planning Directorate**.
- Some of the competencies of the Tourism Promotion Agency (APT) - one of the "associated" entities concerned with implementing the 2006 plan - were absorbed by the **Regional Agency for Tourism Promotion - In Liguria**.



## 3.2. Evaluation of results

During the interviews carried out as part of the auditing phase, the various stakeholders were asked to assess measures undertaken, governance and future prospects, and to provide any further summary assessments of what has been achieved to date. Piecing together the points of view on governance of the various stakeholders involved gives rise to the following results.

- Decisive role of the Palazzo Ducale in organising and communicating events (for example the *Rolli Days*), thereby triggering virtuous relations between certain Directorates of the City Council and the Department of Italian Studies, Romance Philology, Classical Antiquity Studies, Arts and Entertainment of the University, and ensuring the organisation of a highly successful event, despite the lack of an overall coordinator.
- Although ever since the UNESCO nomination the conservation and liveability measures conducted in the historical city centre of Genoa have not been the subject of coordinated management operations, some work has in fact been undertaken. For example, the ground floors of the *Palazzi* in certain areas of the old town have been enhanced by establishing new business activities in buildings subject to various kinds of constraints.
- Objective difficulties in implementing measures aimed at improving knowledge, monitoring, protection and conservation of the Site due to the absence of a competent Site manager following the closure of the Civis Observatory and of the Historical City Centre Office of the Genoa City Council.
- Reduced effectiveness of the Palazzo Ducale in terms of ensuring protection and maintenance due to the very nature of the *Palazzo*: such issues can only be addressed through measures managed and organised by public entities, such as the City Council and/or the Superintendencies.
- Palazzo Ducale is poorly represented in UNESCO, where almost all of the other sites are represented by Mayors or by subjects capable of engaging in measures which are instead precluded to such figures such as or similar to the director of a Foundation.
- There is a need to extend the offering to a greater number of *Palazzi* beyond those housing museums, Palazzo Spinola and Palazzo Lomellino, so as to promote - through greater fruition of the *Palazzi dei Rolli* - other and no less important or suggestive aspects of the local artistic heritage.
- There is a need to overcome the lack of specific joint promotion measures involving the UNESCO Cinque Terre Site and other UNESCO sites; such measures are essential for the systemic development of culture and tourism.



### 3.3. Identification of governance needs and updating requirements

Until the end of 2019 the Site's management of the Site was entrusted to Fondazione Palazzo Ducale (known from 2007 to 2009 as Direzione Palazzo Ducale S.p.A.), with the role of coordination, organisation and administration, and to the Genoa City Council, Regional Authorities of Liguria, Superintendency for Archaeology, Fine Arts and Landscape for the Metropolitan City of Genoa and the provinces of Imperia, La Spezia and Savona, Metropolitan City, University of Genoa and Chamber of Commerce, with the role of implementing and updating the Management Plan.

The roles of the managing entity may be broken down as follows:

- Establishing and coordinating successful partnerships between competent entities and stakeholders, both public and private, operating on the Site;
- Monitoring the Management Plan, ensuring the effective progress of planned measures, and updating and amending the Plan in line with changing circumstances and evolutions in the territory;
- Coordinating the management of funds allocated to the Management Plan;
- Drawing up regular reports on the state of conservation of the Site and on any amendments to the Management Plan;
- Implementing and monitoring projects financed by Law no. 77 of 20 February 2006: "Special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO";
- Consolidating transnational cooperation and partnerships between UNESCO World Heritage Sites through specific projects;
- Collaborating in projects aimed at strengthening the management skills of public bodies and associations with regard to managing sites inscribed on the World Heritage List.

The choice of the new institutional and organisational status to be adopted for management purposes was preceded by an evaluation of the possible alternatives. The selection was made by the stakeholders involved (signatories of the Memorandum of Understanding) based on the costs and benefits of each organisational/institutional status and on its feasibility.





The options considered were:

**a. Integrated management through a third party.**

Any local authority (Regions, Provinces, City Councils) or any other institution, whether private (e.g. non-profit associations, foundations, ecclesiastical entities) or public, constitutes an external third party. The party may have various legal statuses according to need:

1. Officially recognised association: by signing an association agreement, public bodies and/or private subjects join forces to pursue the same non-financial aims.
2. Consortium: requires signing a specific contract, without any obligation to pay in a minimum share capital.
3. Foundation with legal personality granted to the capital: in this case, the personality of participating individuals is removed, the only important aspects being the capital and the achievement of a given goal set by the Founder.

**b. Management entrusted to a single entity, identified among the signatories of the Memorandum of Understanding (2007) and of the New Memorandum of Understanding (2019).**

Management is entrusted to a single entity who will act as the competent Site representative.

1. City Council, through the establishment of an office responsible for management operations.
2. Fondazione Palazzo Ducale, moving from the previous role of coordination, organisation and administration to the role of competent management body.

The criteria used to determine the most suitable solution were as follows:

- Not to burden the Site's management with further bureaucratic complications;
- Not to weigh heavily on the current budget;
- To create a structure that is as lean and flexible as possible, and that can be adapted to evolving social and economic scenarios in the future;
- To encourage networking among the local institutions already present and operational;
- To facilitate sharing of information between public bodies and associations;
- To promote economies of scope and the sharing of resources between public bodies.

Below is an outline of the legal statuses considered in terms of their benefits, costs, strengths, weaknesses, impact and adaptability to the Site, carried out by means of a benchmarking analysis of the best national and international experiences and of themed focus groups with stakeholders.









Legal status	Benefits	Costs
<b>A.1. Officially recognised non-profit association</b>	Absence of minimum share capital	Reduced management costs and simplified civil and tax obligations
<b>A.1. Consortium</b>	Easy to establish as it only requires signing a contract; a consortium can also perform profit-making activities	Limited, since a Consortium does not have a minimum share capital and there are no tax and accounting obligations
<b>a.3. Foundation</b>	Possibility of direct entrustment of cultural services on the part of local entities	Reduced management costs
<b>b.1. City Council</b>	Possibility of directly managing the coordination of projects relating to the Site	Reduced management costs
<b>b.2. Fondazione Palazzo Ducale</b>	Possibility of direct entrustment of cultural services on the part of local entities	Reduced management costs

## Summary of the main legal statuses identified





Strengths	Weaknesses	Overall adaptability to the Site Reference	experience
The association may have public and private members; advantages of a fiscal nature	Not suitable for operational management and/or to pursue financial objectives	Good, since by its very nature it excludes the execution of profit-making activities and, according to its bylaws, its goal is to protect the Site; good, if the aim is mainly to pursue coordination measures	Association protecting the heritage of the vineyard landscapes of the Langhe-Roero and Monferrato areas
The structure is particularly adaptable as the Italian Civil Code leaves ample room for private autonomy; a consortium may have public and private members	The structure is less dynamic than a limited liability consortium, should the Site require a business style of management	Good, given the consortium's highly flexible nature and the possibility of having both public and private members; excellent in the event of there being a high number of competent entities	
Reduced tax and accounting obligations	Legal instrument not suitable to managing Unesco sites; the capital is solely aimed at pursuing the Foundation's goal	Limited, since the structure of a Foundation does not make it possible to pool together a large number of parties; it may be possible to use this legal status for individual cultural services (e.g. libraries, newspaper archives) or for the indirect management of cultural assets pursuant to art. 15 of the Italian Heritage Conservation Act	Fondazione Dolomiti UNESCO - Edinburgh World Heritage
The entity can make direct use of the technical structure and of internal resources	Hard to adapt to a business style of management; difficult management of public-private relations	Limited, as the solution is likely to burden the Site's management with further bureaucratic complications and does not allow the inclusion of other stakeholders, especially private ones	The UNESCO office of the Florence City Council
Reduced tax and accounting obligations; flexible structure enabling the optimal management of public-private relations	Difficult to intervene in matters of a public nature; limited human resources at present	Limited, due to the sharing of information with public bodies	-

From a technical point of view, the working group noted that **entrustment to a third party might have been preferable insofar as more effective**. This responds exhaustively to all the criteria used to determine the most suitable solution, as outlined previously. However, considering the institutional context and the reduced power of enforcement of the current competent body, the stakeholders decided, at a meeting held on 30 May 2019, to entrust the management of the Site to the Genoa City Council, subject to setting up a UNESCO office. How this office will work is explained in paragraph 6.2.



## 4. Updating the cultural mapping of the Palazzi

*This chapter presents a brief analysis of existing data and of its accessibility, starting from the creation of the database in the 1990s and through to the present day, with a view to identifying guidelines for updating said database.*

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### 4.1. Observing existing data and its accessibility

In order to analyse the organisation of existing data and assess its usability, its interoperability and its adequacy in relation to current requirements of use, it is worth providing a brief description of the evolutions that have led to the current condition. Two main phases have been identified:

- I) Mapping and creation of the database (1994-1996 and 1996-1999),
- II) Updating of the Civis Observatory.

#### **Phase I (1994-1996 and 1996-1999): Mapping and creation of the database**

The cultural mapping of the old town of Genoa was performed in two stages, first between 1994 and 1996 and then between 1996 and 1999, with the purpose of identifying restoration needs both through practical surveys and by resorting to urban history, visual inspections and a structural interpretation of the buildings. The mapping gave rise to a database intended both for research purposes and for the city's administration. The initiative, which pooled together Sub-Projects Two and Three<sup>9</sup> of the *Civis Ambiente* environmental project financed by the European LIFE programme (27%) and by the Genoa City Council (73%), was headed by the CartoLab Cartography and Documentation Laboratory within the former Institute of History of Architecture (currently, the Polis Department) of the Faculty of Architecture of the University of Genoa.

<sup>9</sup> Sub-Project Two involved the creation of an environmental geographic information system for the historical city centre while Sub-Project Three involved the development of a system of archaeological reconnaissance for the soil and stability testing for the buildings.





The project centred on producing an environmental geographic information system (GIS) and an archaeological-structural survey. Research focused on four points:

1. Construction of a geographical information system (GIS) to enable the comparison and quantification of identified phenomena.
2. Identification of the structural elements of each building, to detect any damage and evaluate its stability.
3. Identification of an inventory of architectural and construction elements, determining their chronological history of production (archaeology of architecture).
4. Creation of a database containing information on the buildings' owners and users, for better identification of each *palazzo*.

The data was classified in nine tables:

1. The building as a whole (and the built unit);
2. Apartments (not all, only accessible ones and those useful for reconstructing built volumes and any "relations" between different buildings);
3. Vertical - high structures (walls, façades, columns, pillars);
4. Horizontal structures and elements (floors, ceilings, vaults, beams);
5. Openings (doors, windows);
6. Staircases;
7. Entrance lobbies;
8. Structural accessories (struts, tie bars);
9. Roofs.

Five further tables relate to:

10. Relations between the built units;
11. Location and use of commercial spaces on the ground floor;
12. Photographic references;
13. Access points (main and secondary entrances);
14. Relations between roofs (various units under a single roof).

All the tables are linked by a toponymic code derived from the structure of the City Council's information system. The code consists of the number corresponding to the toponym (road or square) and the building number, and identifies each address uniquely. The toponymic code also provides a reference to the map, with the various components becoming coloured elements used to create inventory maps and thematic maps.

In summary, the *Civis Ambiente* project resulted in the production of:

- A **relational database** (Oracle Software) comprising 40,000 documentary survey datasheets and containing information on the buildings, their complex relations, spatial aggregations, structural aspects, business activities conducted at street level, apartments, lifts, floors, ceilings, vaults, tie bars, openings, lobbies, staircases and roofs. This information is documented by around 15,000 digital photos and over 1,500 functional charts.
- Each datasheet contains information relating to ownership obtained from cadastral sources (1414, 1798, 1887, 1907) and from historical census data (1804, 1871). This information is localised, geo-referenced, associated with the current street numbering system, and connected with the computerised archives of the public administration.



Figure 11. Database interface

- A **numerical map** (MapInfo Software) of the old town (scale 1:1,000) representing all the data collected as a result of the analysis conducted and produced on the basis of regional (scale 1:5,000) and municipal (scale 1:1,000) technical maps. The map is made up of various levels, one for the built units (observed from the ground floor), one for the prevailing structure (observed from the third floor) and one for the technical-structural units (observed from roof level). In addition to the current map of the city, there are also some historical cartographic sources, in particular scans of the maps relating to the *Gabella Possessionum*<sup>10</sup> of 1414, the *Carta dei Padri del Comune*<sup>11</sup> of 1656, the map of the Napoleonic Cadastre of 1810, and the map of the buildings cadastre of the Kingdom of Italy of 1907.

Data is accessible to public administrations, building contractors, professionals, owners, tourists and students via the website <http://civis.comune.genova.it/startpage.htm>.

The final output of this research phase, consisting of maps and computer data, was transferred to the information systems of the Genoa City Council in 1999 and became the competence of the Information Systems Directorate in 2007.

<sup>10</sup> The *Gabella Possessionum*, introduced in the fifteenth century, was a tax on land and homes based on a sort of cadastre that was renewed from time to time, relating to which there are records dating back to 1414, 1443 and 1454

<sup>11</sup> The *Carta dei Padri del Comune* (oil sketch on canvas) is the oldest known official survey of the city of Genoa.

## Phase II (2005): Updating of the Civis Observatory

In 2005, the Genoa City Council decided to update the data collected through the above cultural mapping process, within the framework of the RestauRO NET research project, with a view to updating and supplementing the previous survey for monitoring and restoration purposes. The new survey, conducted by the company Charta, was to provide more useful administrative information, such as public and private interventions (the latter through private construction practices). As a result, elements of deterioration were identified, together with any improvements to be taken into account. With the evolution of technology, the Civis Observatory created its own database in order to allow the staff of municipal offices to perform future updating operations.

Particular attention was paid to the issue of deterioration and improvements, by establishing a relationship between aggregation, elements previously detected and deterioration-intervention phenomena. At the same time, a special database feature was introduced designed to schedule important deteriorations-interventions. While cultural mapping focused on identification, the updating process aimed to allow a dynamic interpretation of phenomena by including variations and changes over time. In addition, elements of identification were connected with the system of data produced by the Administration, in particular the operational plan relating to the historical city centre, the three-year programme of public works, and the information system relating to private construction practices. The new survey of the historical city centre has given rise to the compilation of 5,676 aggregations, 6,749 deteriorations-interventions, 21,219 items concerning relations between aggregations and deteriorations-interventions, 9,336 'objects' of the previous survey linked to new aggregations, 1,394 photos related to detected objects, 1,529 doors-gates detected (of which 389 with photograph), 268 links to interventions of the operational plan relating to the historical city centre (of which 79 relating to interventions on façades), and 476 links to private construction practices<sup>12</sup>.

Between 2005 and 2007, the Civis Observatory turned its attention to the creation of interactive maps for Intranet-Internet distribution. To this end, recourse was made to an Internet application, MapSurfer, that helped to make data organised by MapServer easy to use. The application was found to be useful for surveys on the field, and for inputting data directly into the Oracle database of the Civis Observatory. Basic information, stemming from the first two mapping phases, were complemented with available data relating to public and private interventions, in particular: public interventions included in the operational plan relating to the historical city centre, devised with the support of the Civis Observatory and managed by same; and interventions arising from the archive of private constructions.

After 2007, mapping data was channelled into the Geoportal of the Genoa City Council, which makes use of the Civis Observatory database (still with the old interface).

### **CIVIS Observatory - Genoa City Council, Urban Quality Department.**

The CIVIS Observatory was a municipal office born from the project *Progetto Pilota Urbano Civis Sistema* with the aim of encouraging and supporting the restoration of Genoa's historical city centre, offering citizens instruments of promotion and participation. In 2001, the Observatory began to assert itself as an office supporting and coordinating structure and a source of advanced applications and information. It was regarded as a flexible body that interacted and shared its knowledge with different kinds of stakeholders. The Civis Observatory carried out specific surveys in the historical city centre with a view to verifying the information contained in the municipal databases. The Observatory was closed in 2007 due to an internal reorganisation of the Genoa City Council.

<sup>12</sup> Source: Carlo Bertelli, Cristina Giusso (2006), *La nuova ricognizione del Centro Storico nell'ambito della ricerca RestauRONET*, in *Arkos*, Dossier RestauRONET, n. 15



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## Current phase (2018-2019)

Currently (2019), information relating to the Cultural Mapping of the Old Town may be found in

1. **Single building datasheet**  
(on the website  
<http://civis.comune.genova.it/civis/html/oralink/orasel5.html>)
2. **Historical maps**  
(on the website  
<https://mappe.comune.genova.it/MapStore2/#/viewer/openlayers/1000000789>), including:
  - *Cadastral map of 1414*. The map shows the attempt made in 1980 by professors E. Poleggi and L. Grossi-Bianchi to give graphical form to the documentation relating to the so-called "*gabella possessionum*", a tax on land and homes based on a sort of cadastral map that was renewed from time to time, relating to which there are records dating back to 1414, 1443 and 1454.
  - *1656 Map*. The map shows the so-called "Plan of Genoa within its old walls" drawn up in 1656 by order of the Fathers of the City (10 December 1656); the map, which has no cadastral purpose, is an official document attesting to the urban situation of the time.
  - *Napoleonic Cadastral map*. The map consists of the output (dated 1810) of the land registry operations commenced in 1808 by military engineers, assisted by local experts, under the direction of the Ministry of Finance during the Napoleonic Empire.
  - *Unitary Cadastral map* (1907)
3. **Maps of historical knowledge**,  
administrative divisions of the medieval city:
  - *Antique era of the buildings*. The map shows the presence of elements dating back to ancient times, therefore prior to the buildings' general structure (pertaining to the prevailing era of the buildings)
  - *Prevailing era of the buildings*. Building by building, the map shows the era that defined their general structure (the prevailing era), ranging from the 12th to the 20th century.
  - *Connotative nature of the buildings*. A building's connotative nature, based on invariable architectural characteristics, defines the building's dominant use. Said dominant use is defined by different combinations and associations of such invariable characteristics in the following historical-social contexts: *medieval* (before the discovery of America), *modern* (discovery of America - French revolution), *contemporary* (after the French revolution)
  - *Implementing nature of the buildings*. Identifies the processes for implementing the buildings' dominant use based on the following degrees of intervention: *parcelling out* (single structure, multiple structure) building of the foundations from scratch (construction or reconstruction); *construction* (single structure, multiple structure) transformation and reuse of existing structures.<sup>13</sup>

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<sup>13</sup> Source of the data and information contained in the paragraph:  
<https://geoportale.comune.genova.it/Centro%20Storico>



The Civis Observatory database falls within the competence of the Information Systems division and is used by the Genoa City Council. All the information is pooled together in the Geoportal (<https://geoportale.comune.genova.it/>), which is accessible to all citizens, with no need for authentication<sup>14</sup>, via a viewer for the consultation of thematic maps. The thematic maps published on the Geoportal query the information contained in the fields of the Building table of the Civis database. Information relating to the datasheets, instead, are available at the "Buildings and related datasheets" level of the Geoportal. Here, clicking on "Single building datasheet" opens a datasheet with all the information contained in the various tables.

The Geoportal publishes information and data processed by the municipal offices. Some data may be similar to that processed by the Civis Observatory, for example trade-related data, which is only accessible via the Genoa City Council intranet.

<sup>14</sup> Authentication is only required for certain maps with restricted levels, which require prior authorisation in order to be viewed.



## 4.2. Guidelines for updating the database

The process of reviewing and updating the guidelines for updating the database described in the preceding paragraphs is an extremely important means of obtaining a substantial and shared source of information concerning the conditions and evolutions of the Site's heritage.

For this reason, it was decided to apply Law no. 77 of 20 February 2006, "Special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO", with the aim of financing a specific study on this issue.



## 5. Analysis of cultural and creative industries in the historical centre and the city of Genoa

*This chapter details the analysis made of the cultural, creative and tourism industries in the historical centre of the city of Genoa, with the main aim of identifying the local resources in the following macro-sectors: heritage and entertainment (museums, contemporary art, architecture and live entertainment); material culture (food, fashion, crafts and design); the content industries; and tourism.*

### 5.1. Description of the culture production system

The main goal of this chapter is to quantify the presence of cultural and creative industries in Genoa. This is relevant to the updating of the management plan because:

- it outlines the strengths and weaknesses of the area's contemporary cultural production;
- it evaluates the industry's development in Genoa and clarifies the Site's importance within the context of the buffer and core zones;
- it specifies the kind of connection strategies required between the Site and the cultural institutions.

The analysis model used was partly based on the one outlined in *Atmosfera creativa* (Bertacchini and Santagata 2012), which takes into account four main macro-sectors:

- Content Industry (Publishing, Audio and Video, Software and Advertising);
- Heritage and Entertainment (Museums, Contemporary Art, Architecture and Live Entertainment);
- Material Culture (Fashion, Crafts, Design and Food);
- Tourism.



These sectors' businesses and employees were analysed, also in terms of their internal composition, so as to determine the presence or otherwise of widespread creativity across the territory in question, in this case the city and historical centre of Genoa.

According to available data, in 2015 there were 4,397 creative and cultural businesses operating in Genoa<sup>15</sup>. A comparison of this figure with the total number of enterprises<sup>16</sup> shows that Genoa's cultural businesses account for about 9% of the total. From 2007 to 2015, the industry registered a negative trend of businesses with a cultural content, both as regards the number of operational enterprises and the personnel employed in the various sectors. In particular, in the three-year period from 2012 to 2015, the ratio between total businesses and cultural enterprises in Genoa decreased by 3.5%, falling well below the national average. According to the data for 2015, the most recently available, enterprises in the Heritage and Entertainment macro-sector are the most represented (40%), followed by the Content Industry (38.4%), Material Culture (14.9%) and finally Tourism (6.7%).

As regards location, the city can be split into three main areas: the core zone, inside the perimeter of the UNESCO *Palazzo dei Rolli* Site; the buffer zone surrounding the UNESCO Site, acting as a buffer between the site and the rest of the city; and the rest of the city, i.e. all the areas of Genoa outside the perimeter of the old town. In the core zone, the Heritage and Entertainment sector has the greatest weighting on the creative and cultural industry as a whole, mainly due to the presence of the *Palazzi dei Rolli*, but also to other museums and places of historical and artistic interest. In terms of specialisation, therefore, it is possible to affirm that the core zone is the area with the greatest concentration of business activities linked with the city's historical and artistic heritage, such as the management of historical places and monuments, museums and other exhibition venues, and activities connected with the conservation and restoration of works of art. However, looking at the sector as a whole, there is a strong external imbalance, i.e. a concentration of businesses outside the buffer zone, in contrast with the strong presence of artistic heritage businesses within the perimeter of the buffer zone. This imbalance is due to the way the analysis model is constructed, as it also takes into consideration architectural and engineering firms. These are heavily concentrated outside the old town (over 90% of these firms are located outside the boundaries of the central area), and therefore substantially shift the industry's balance. The buffer zone specialises primarily in the content industry, in particular as regards distribution/consumption rather than production. This is mainly due to the presence of cinemas, libraries, bookshops and other content fruition and distribution venues scattered across the old town. For the sake of completeness, it is important to note that while, geographically, many of these content fruition venues sit outside the buffer zone, they are in fact situated in neighbouring areas, just outside its perimeter.

<sup>15</sup> Istat 2015 data processed by ASIA. This is the most recent data available.

<sup>16</sup> The Genoa Chamber of Commerce numbers 48,914 operational companies as at 31/12/2015.



### *Historical and artistic heritage: museums, contemporary art, architecture and live entertainment*

Among the creative industries in the city centre, the Historic and Artistic Heritage macro-sector counts the largest number of businesses (377 across the core and buffer zones, accounting for 21.4% of the city's total). This category includes both historical and artistic heritage sites (museums, art galleries, parks, historical palaces, archives) and the relating management companies.

Artistic heritage sites include, in the strict sense, museums and palaces, and, more generally, any facility with a historical or cultural value, such as archives, parks, the Monumental Cemetery, the Aquarium and the Botanical Garden. The artistic heritage sector is mostly concentrated within the perimeter of the historical city centre, in contrast with the other sectors considered. Only considering those museums and historical buildings that can be visited, 64% of the 50 venues identified are found in the historical city centre (mostly in the area between the districts of Maddalena and Molo), while the remaining 36% fall outside the perimeter considered. Beyond Genoa's historical and museum heritage, the waterfront, near the old town, is one of the main attractions of the modern day city and is included, under the parameters of the current analysis, in the UNESCO Site's buffer zone. One of the waterfront's greatest draws is the Aquarium, which is considered a first-rate attraction, but also a learning centre for schools and universities. Today, especially following the extension and modernisation of its tanks and facilities, the Aquarium is one of the city's main cultural attractions and one of its most recognisable symbols at the national and international level.

As regards contemporary art, the widespread perception is that the sector has hit a recession, with many galleries closing down or moving to other areas or even other cities (e.g. Milan). This climate of mistrust has been further fuelled by the troubles experienced by Villa Croce and Museo Luzzati, which both closed in 2018. Architectural firms also play an important role in the Historic and Artistic Heritage macro-sector, but these are distributed mainly outside the historical city centre, with approximately 84% being situated beyond its boundaries.

Overall, Genoa's live entertainment businesses are distributed unevenly across the city's territory: 24.5% of the 49 businesses identified are situated within the buffer zone, while the remaining 75.5% fall outside its perimeter. Some of the interviews conducted highlighted the fact that the attempts made to bring live entertainment into the historical city centre, and therefore also the connected flow of people and demand for goods and services, have not always been successful. The problem is manifold: a series of very restrictive regulations that cannot always be fully implemented in the city's historical *palazzi*; resistance on the part of the local inhabitants, disturbed by the noise; the absence of parking; the poor presence of catering services in some areas; and, finally, the poor programming of public works, in some cases compromising the cultural season of certain businesses.



### *Material culture: fashion, crafts, design and food*

The Material Culture macro-sector is the third most important in Genoa's old town, its businesses constituting 26.1% of the total creative industries within the buffer zone. The material culture continues to rank third citywide, accounting for 14.9% of the total.

The fashion sector is not particularly prominent in Genoa, and gravitates primarily towards the outside of the Site's buffer zone.

Genoa has a significant gastronomic tradition. The city centre, in particular, counts at least thirty typical venues and *focaccerie* which constitute an important part of the city's gastronomic tradition and which the people of Genoa regard as historical businesses deeply linked with the city's culture. Some of these venues are historical, such as Antica Trattoria Sa' Pesta, Tripperia Casana and Fabbrica di Cioccolato Romeo Viganotti.

Genoa's Crafts and Design sector is represented by 451 businesses, accounting for approximately 10.3 % of the city's cultural businesses. Most of the businesses considered deal with specialised design activities, such as graphic design, fashion and industrial design. In general, the businesses in this sector are quite varied and well distributed across the city.

### *Content industry*

The Content Industry macro-sector accounts for 38.4% of Genoa's creative industries, and includes businesses of various kinds. According to the data, the 1689 businesses considered<sup>17</sup> are distributed unevenly across the territory, the majority (70.3%) being situated outside the perimeter of the buffer zone and only 29.7% included therein. However, upon looking at the distribution of content fruition venues (cinema, libraries and bookshops) on a map, it is clear that many of the businesses regarded as being situated outside the buffer zone are in fact located in its immediate vicinity, and therefore cannot be considered totally outside the old city.

### *Tourism*

Genoa's Tourism sector includes 294 businesses and around 1,400 employees, accounting for just 6.7 % of city's creative industries. Looking at the sector in its entirety shows that businesses involved in tourism are also mostly located outside the perimeter of the old town (29.6% inside and 70.4% outside the buffer zone). However, analysing the situation in detail shows that the Tourism sector is the most prominent within the Site's core zone (9.9%).

Businesses in the tourism sector mainly include accommodation facilities (hotels, short-term room rentals, bed and breakfast, residences and farm stays), which account for around half of the total number of businesses in Genoa. It is also worth noting the presence of a significant number of travel agencies and tour operators, as well as tour guides and tour leaders.

<sup>17</sup> ASIA 2015 data





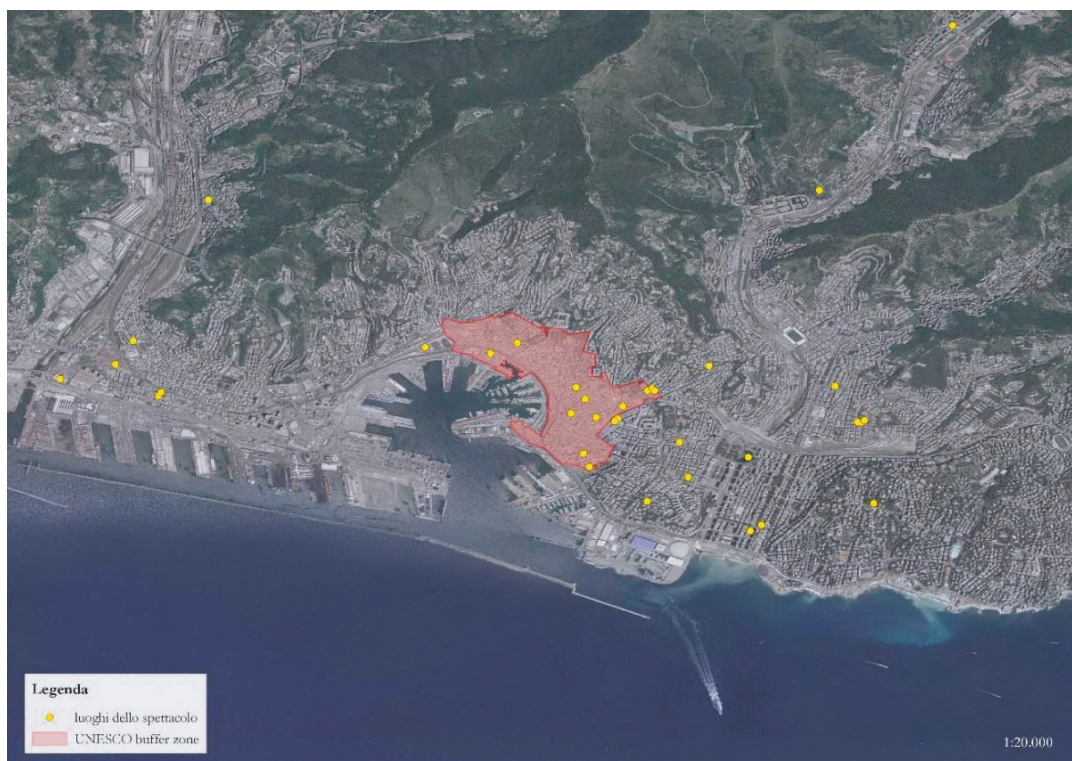
Figure 12. Map of Genoa's historical and artistic heritage sites



Sources: own processing of Asia data; Geoportal of the Genoa City Council



Figure 13. Map of Genoa's live entertainment venues

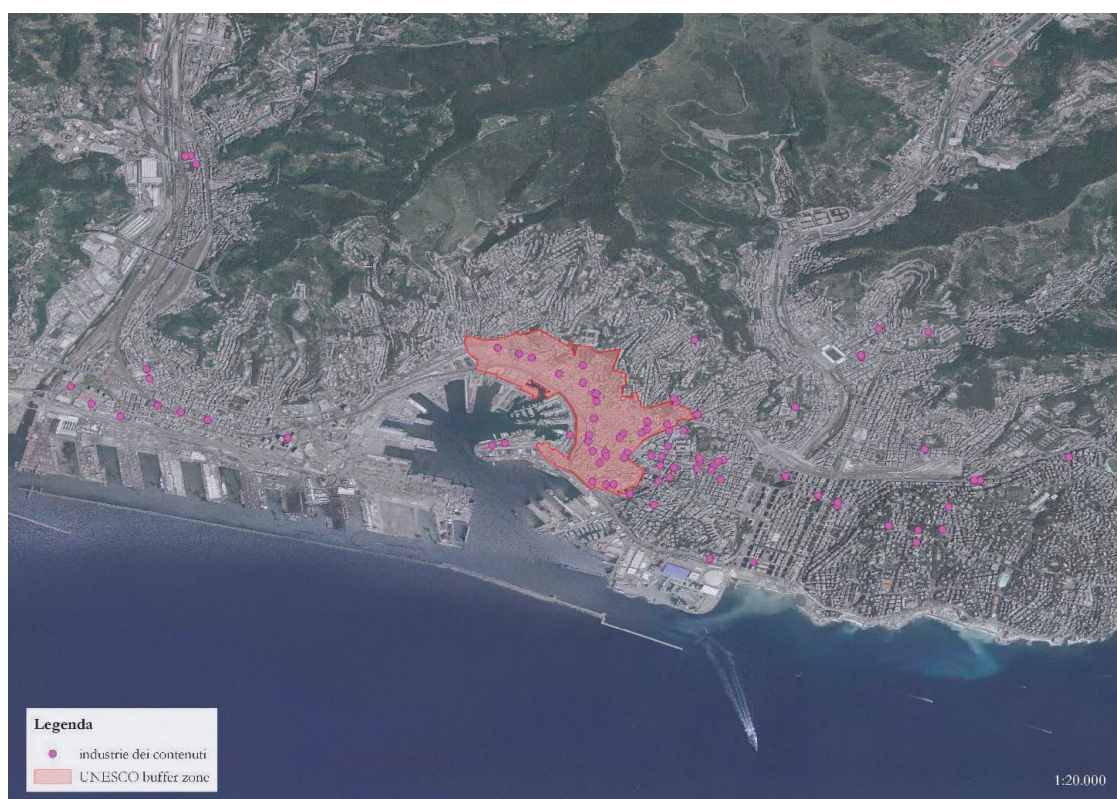


Sources: own processing of Asia data; Geoportal of the Genoa City Council





Figure 14. Map of Genoa's content industries



Sources: own processing of Asia data; Geoportal of the Genoa City Council



## 5.2. Conclusions

The above analysis gives rise to a few key considerations.

First of all, it should be noted that, over time, a change has occurred, not only in the number of businesses and employees dealing with culture, but also in the types of creative activities conducted within the city. Despite the decrease, in absolute terms, of businesses in all the sectors concerned, some types of creative enterprises have grown in quality terms, such as the Content Industry (in particular the local film industry, which has grown in recent years), and the Design and Crafts sector (which has reached levels of excellence, particularly in industry and nautical applications). In addition, there has been a renewed focus on cultural enhancement: the network of civic museums has been expanded over time and certain private exhibition centres have been gaining an increasingly central role. Finally, active policies have been set in place to support both cultural enhancement and cultural production.

However, there are also a number of less positive considerations, concerning problematic aspects linked with cultural production and its enhancement, as well as the enhancement of Genoa's cultural heritage in general, within the city.

First of all, despite the growing cultural ferment and a "natural" interconnection between various creative activities, it is impossible to speak of a genuine network of creative and cultural industries in Genoa. Sector hyper-fragmentation and, consequently, the presence of excessively small businesses, combined with the aforementioned general reticence towards a stable aggregation of the city's cultural stakeholders and residents, does not engender the creation of real bonds except at the individual or at most at the neighbourhood level. In this respect, there are a number of integrated street associations (*Centri Integrati di Via*) that work very well and seek to create sound networks and lasting relations between members (for example, particularly active in the Site's core zone is the Maddalena street association, linked also with the fight against organised crime and deterioration in the historical city centre).

Fragmentation in Genoa is in fact very high in all sectors, so much so that it is structurally impossible to create a network of relationships involving the city's entire fabric of creative industries.

Another significant obstacle lies in the widespread resistance to change, which has partly undermined the success of a series of public policies.

Moreover, the initial drive and enthusiasm that led to the development of a cultural programme for the old town, including the "Genova Creativa" project, has declined gradually yet steadily.

Without any new resources or ongoing investments (such as incentives to attract young people, advantageous funding to buy or rent spaces, labour and quality of life policies) it is unthinkable for an industry such as the cultural and creative sector to self-sustain or grow - especially in a context as difficult as Genoa. In the absence of such policies, it may be impossible to reach the "critical mass" needed to drive the city centre's creative and cultural sector. This point was clearly underscored by several of the stakeholders interviewed.

All these negative factors contribute to the fact that deterioration in the historical city centre has not been eradicated, merely moved and concentrated in areas that are spatially more contained. Today, there are still rundown areas with a high rate of crime - mostly drug dealing - scattered across the old town (both in the core zone and in the buffer zone). These may not be as dangerous as they once were, but are still a matter of concern for residents, traders and tourists alike.









## PART II

# Management Plan 2020-2024



## 6. Structure of the New Management Plan

*This chapter describes the structure of the new management plan through the strategic identification of three action plans for the integrated management of the Site and an all-embracing governance plan.*

The updated management plan stems from the active contribution of and an open dialogue with the various public and private stakeholders in the territory. This has made it possible to draw up a flexible document enabling, on the one hand, the conservation and, on the other, the enhancement, evolution and development of the Site.

Following the analysis of the Site and of the local cultural and creative system, and the assessment of the effectiveness of the implemented measures and governance of the previous management plan, Part II sets out to define the goals of an integrated management plan, and the instruments and actions required to make it effective. Its contents have been defined, in collaboration with the promoter, on the basis of a consolidated and previously agreed method.

In addition to highlighting the strengths of the previous management plan and of the Site, the updated version also attempts to provide a structured response to its weaknesses in terms of the issues raised and observed so far. Space is given to measures designed to:

- clearly identify the roles and responsibilities of the bodies involved and to increase the leadership of the managing entity and its representativeness on a national and international scale;
- restore, as far as possible, the functions of Civis, in particular with respect to drawing up and updating monitoring data on transformations in the historical city centre;
- equip the Site with a flexible instrument, capable of adapting to an ever evolving context.



## 6.1. Strategy of the Plan

The plan follows the approach of UNESCO's 2011 Recommendation on the Historic Urban Landscape, which provides a set of tools for urban heritage management, and the indications present in the UNESCO strategy based on the five strategic objectives of Credibility (to strengthen the credibility of the World Heritage List), Conservation (to ensure the protection of the sites), Capacity Building (to facilitate training on the World Heritage), Communication and Community (to increase public awareness through communication<sup>18</sup>). The proposal is to identify a strategy through the definition of three **Action Plans**, which, together, contribute to the Site's integrated management.

**1. Conservation.** The Site lies within the old town and is made up of public and private owned elements with a strong historical and cultural value. Given the value of the area, the Site's degree of vulnerability and the risks to which it is subjected, the aim of the Plan is to preserve the entire heritage site in optimal conditions and safeguard it by monitoring the state of conservation of each individual building and of the entire urban complex, while also supporting the coordination of maintenance and restoration measures and encouraging the community to participate in preserving a common asset. Knowledge of the Site underlies this set of processes and should be consolidated through educational and scientific research, in support of the Site's protection and conservation. The Plan must make it possible to manage and coordinate the various degrees of complexity characterising the elements of the Site.

**2. Development.** The Plan does not regard the elements of the Site singularly, but as the integrated set of resources of a vast complex with a diversified potential. The aim of the Plan is twofold: on the one hand, it supports high-quality cultural planning and tourism development through the sustainable and controlled management of visitor flows; and on the other, it promotes the development of satellite activities, taking into account cultural and creative - but also commercial - industries closely linked to and consistent with the values of the Site. The instruments proposed by the plan also aim to increase the resident population's sense of identity, through better and greater knowledge of the Site's artistic and cultural aspects, which require integrated communication and promotion. The ultimate purpose of the development actions is to raise the quality of life of those living within the Site in line with its economic growth, providing a key to solving or at least mitigating the typical problems of this area of the city.


**3. Connections.** The Plan studies the Site on various geographical scales, taking into account its inner and outer connections. It addresses the development of physical connections, such as mobility and roads within the Site and its urban context, and of intangible and relational connections, i.e. accessibility to the cultural offering and the system of partnerships and cooperative networks that can contribute to the efficient management and development of the Site.

A fourth plan flanks the above Action Plans: the **Governance plan**, which provides the tools for the Site's governance and facilitates effective decision-making and the management of measures.

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<sup>18</sup> The strategy is the implementation of the 2002 Budapest Declaration, in this regard reference is also made to the *World Heritage Policy Compendium* dell'UNESCO, presented in Baku at the 43rd session of the *World Heritage Committee* (30 June- 10 July 2019)  
[https://whc.unesco.org/en/compendium/?action=theme&id\\_theme=1,2,3,4,5,6](https://whc.unesco.org/en/compendium/?action=theme&id_theme=1,2,3,4,5,6)





Identification of the three Action Plans and of the Governance Plan was based on the results of the analysis conducted, so as to facilitate implementation of the management plan as a whole and during its evolution, with a view to promoting the Site's integrated development.

For each plan, a series of **strategic goals** were identified, as emerged during the analysis phase and/or as resulting functional to the development of the Site, and these in turn contain a series of **methodological policy instruments**. Each instrument was associated with examples of the **measures** required to achieve the strategic goals, based on a number of general criteria, such as:

- Repeatable nature of the measure;
- Mutually complementary nature of the measures proposed;
- Ability to ensure financially sustainable management;
- Ability to create territorial networks and involve a large number of stakeholders;
- Ability to launch opportunities for international collaborations;
- Ability to promote innovation in cultural productions;
- Ability to attract skills, ideas and projects into the Site;
- Ability to create opportunities for growth and to support business development;
- Ability to generate an impact even beyond the target territory;
- Ability to enhance the cultural offering of Genoa and Liguria;
- Ability to strengthen and pursue the development processes launched in the last ten years.

Consequent to a period of information sharing and discussion with the relevant stakeholders, the parties responsible for each measure were identified, together with their skills, the resources at their disposal and the time required to implement each measure.

The structure of the plan makes it possible to increase the measures and projects over time, based on the specified methodological instruments and criteria. Indeed, the measures set out in this document, which were discussed and validated by the working group, are to be regarded merely as examples and do not represent the whole gamut of measures that can be implemented within the Site. The analysis outlined in this document and the precise identification of goals for each plan make it possible - and indeed desirable - to develop and implement new measures over time, so as to respond to new needs, changed local conditions, and the demands of participating bodies.

It is important, therefore, to update the Plan's measures every one or two years, so as to assess the implementation of planned activities and plan new measures.

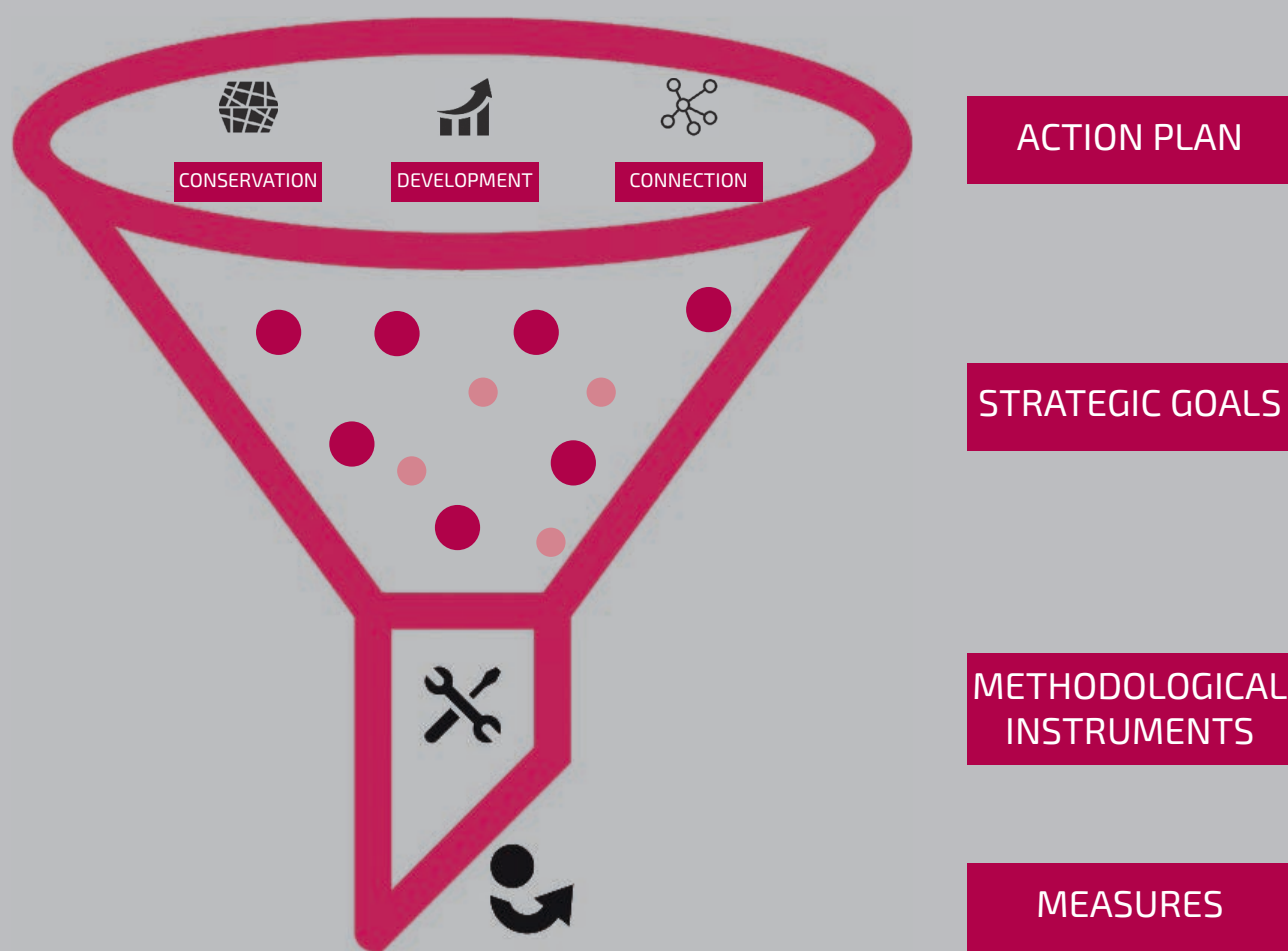


Figure 15. Illustrative diagram of the plan's strategy

## Typical datasheet relating to the Plans' measures

Below is a typical datasheet used to describe the measures proposed by the action plans.

<b>Title of the measure</b>	
<b>Goal</b>	Strategic goal.
<b>Description</b>	Activities required for implementation. Ongoing or past activities. Target users: beneficiaries of the measure.
<b>Feasibility</b>	Estimated implementation times, investment costs and management times. Identification of the possible funding sources. Description of possible criticalities and implementation constraints.
<b>Competent body</b>	Party responsible for implementing the measure.
<b>Target territorial scope</b>	The measure's scale of action (core zone, old town, urban system, territorial system).
<b>Results</b>	Expected results and implementation indicators.
<b>Synergies</b>	Synergies with other proposed measures and reference to best practices. Identification of possible partners.
<b>Monitoring</b>	Monitoring indicators.

*Table 1. Template datasheet used to describe the measures*

## 6.1. Management structure

As described in paragraph 3.3, in order to update the 2006 management plan after detecting the criticalities of the current management system, it was decided to amend the current management structure so as to better define the distribution of responsibilities and the resources available.

Identifying the most suitable organisational status is fundamental to the effective implementation of the Management Plan. Indeed, it should be noted that, in addition to the many stakeholders involved, the situation regarding the ownership of the *Palazzi dei Rolli* requires particular attention in identifying areas of intervention and the relevant powers and responsibilities. There is also an important "hierarchical-functional" consideration: despite the significant and competent work performed by Palazzo Ducale in its role of coordination, organisation and administration, in some cases the latter was unable to put its decisions into practice due to not being empowered to do so from an institutional point of view. The institutions involved all share the same positive opinion of the work conducted by Palazzo Ducale, and likewise all agree on the difficulty of the obstacles to be faced.

### *Towards a new management structure*

The choice of the organisational status to be adopted for the most effective management of the Site was preceded by an evaluation of the possible alternatives. The selection was made by the stakeholders involved, in particular by the signatories of the Memorandum of Understanding, based on:

- the **costs and benefits** of each organisational-institutional status;
- the managing entity's **power to enforce** the management plan's implementation;
- possibility of the managing entity having **legal personality** and therefore being able to request, administer and report on any funding, as well as being able to participate in invitations to tender within the scope of Law 77;
- possibility of the managing entity **encompassing the signatories of the initial Memorandum of Understanding**;
- possibility of the managing entity **involving the private owners of the Rolli**, through the Association's representative.

The solution adopted, in line with the conditions laid down by the signatories of the Memorandum of Understanding, involves the following governance structure:

- **Signatories of the Memorandum:** Regional Secretary of the Ministry of Cultural Heritage and Activities and of Tourism; Superintendency for Archaeology, Fine Arts and Landscape for the Metropolitan City of Genoa and the provinces of Imperia, La Spezia and Savona; Regional Authorities of Liguria; Metropolitan City of Genoa; Genoa City Council; University of Genoa; Genoa Chamber of Commerce; *Palazzo Ducale Fondazione per la Cultura*; *Associazione dei Rolli della Repubblica Genovese*.
- **Steering Committee:** this is the forum for updating the signatories of the Memorandum on the implementation of the Management Plan, for deciding on new developments of the Plan, and for discussing the resources provided by each of the bodies involved in the implementation of the Plan.
- **UNESCO Office,** set up within the Genoa City Council as the competent Site manager in charge of coordination. This Office and its director are entrusted, by the Mayor of Genoa acting as legal representative of the Site's managing entity, with monitoring the implementation measures under the Management Plan.





## The new Memorandum of Understanding

In order to render operational the new management structure selected for the Site, the institutions involved have drawn up and signed a new Memorandum of Understanding. Specifically, the new Memorandum acknowledges the Genoa City Council as the competent management body and details the roles and responsibilities of the other institutions involved, as established in the various action plans. This new Memorandum facilitates implementation of the Management Plan, providing a clear framework for the institutions involved. *Associazione dei Rolli della Repubblica Genovese* is also a signatory of the new Protocol.

The new Memorandum of Understanding is enclosed as an Appendix to this document.

## Steering Committee

Already foreseen by the previous Memorandum of Understanding, the Steering Committee is essential to facilitate implementation of the management plan, because it encourages an open dialogue between institutions, monitors progress and results, and liaises with the director of the UNESCO Office with regard to any departures from or improvements to the measures planned or to the establishment of new measures

The Steering Committee, made up of the signatories of the Memorandum of Understanding, makes it possible to:

- define strategies, policies and priorities collegially;
- ensure greater involvement of the institutions in the active management of the Site;
- facilitate and speed up the circulation of information within the institutions involved;
- extend monitoring activities to all the institutions involved.

## The Site's operational mechanisms: staff, structure, functions

To operate effectively, the UNESCO Office has been established within the Economic Development, Strategic Innovation of the Genoa City Council.

Said UNESCO Office acts as a link between the body's technical-administrative facilities and the signatories of the Memorandum of Understanding.



The main duties of the UNESCO Office are as follows<sup>19</sup>:

- 1 Acting as a link between the technical-administrative facilities of the Genoa City Council and the signatories of the Memorandum;
- 2 Establishing and coordinating successful partnerships between competent entities and stakeholders, both public and private, operating in the Site;
- 3 Coordinating, exchanging information and liaising with the Ministry of Cultural Heritage and Activities, also as regards presentation of the new Management Plan;
- 4 Serving as an enabling factor to ensure the Management Plan's dissemination and implementation, and, in general, the Site's inclusion within cultural policies and initiatives concerning the city and its territory;
- 5 Monitoring implementation of the Management Plan, ensuring the effective progress of planned measures, controlling the impact of same, and updating and amending the Plan in line with changing circumstances and evolutions in the territory;
- 6 Fundraising and coordinating the management of funds allocated to the Management Plan and to the Site;
- 7 Drawing up regular reports on the state of conservation of the Site and on any amendments to the Management Plan;
- 8 Implementing and monitoring projects financed by Law no. 77 of 20 February 2006: "Special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO";
- 9 Consolidating and developing international cooperation, partnerships and networking between UNESCO World Heritage Sites through specific projects;
- 10 Collaborating in projects aimed at strengthening the management skills of public bodies and associations with regard to managing sites inscribed on the World Heritage List.

<sup>19</sup> For reference, see the UNESCO Office of the Florence City Council. This is flanked by the Florence Historical City Centre Steering Committee, established in 2005 by means of a Memorandum of Understanding and comprising the Regional Authorities of Tuscany, Tuscany's Regional Secretary of the Ministry of Cultural Heritage and Activities and of Tourism, Tuscany's Museum Directorate, the Superintendency for Fine Arts and Landscape, and the Culture, Tourism and Sport Directorate of the Florence City Council, of which the UNESCO Office forms part. This body is tasked with updating and implementing the Management Plan, and acknowledges the Florence City Council as the Site manager.



## 2020-2024 Management Plan

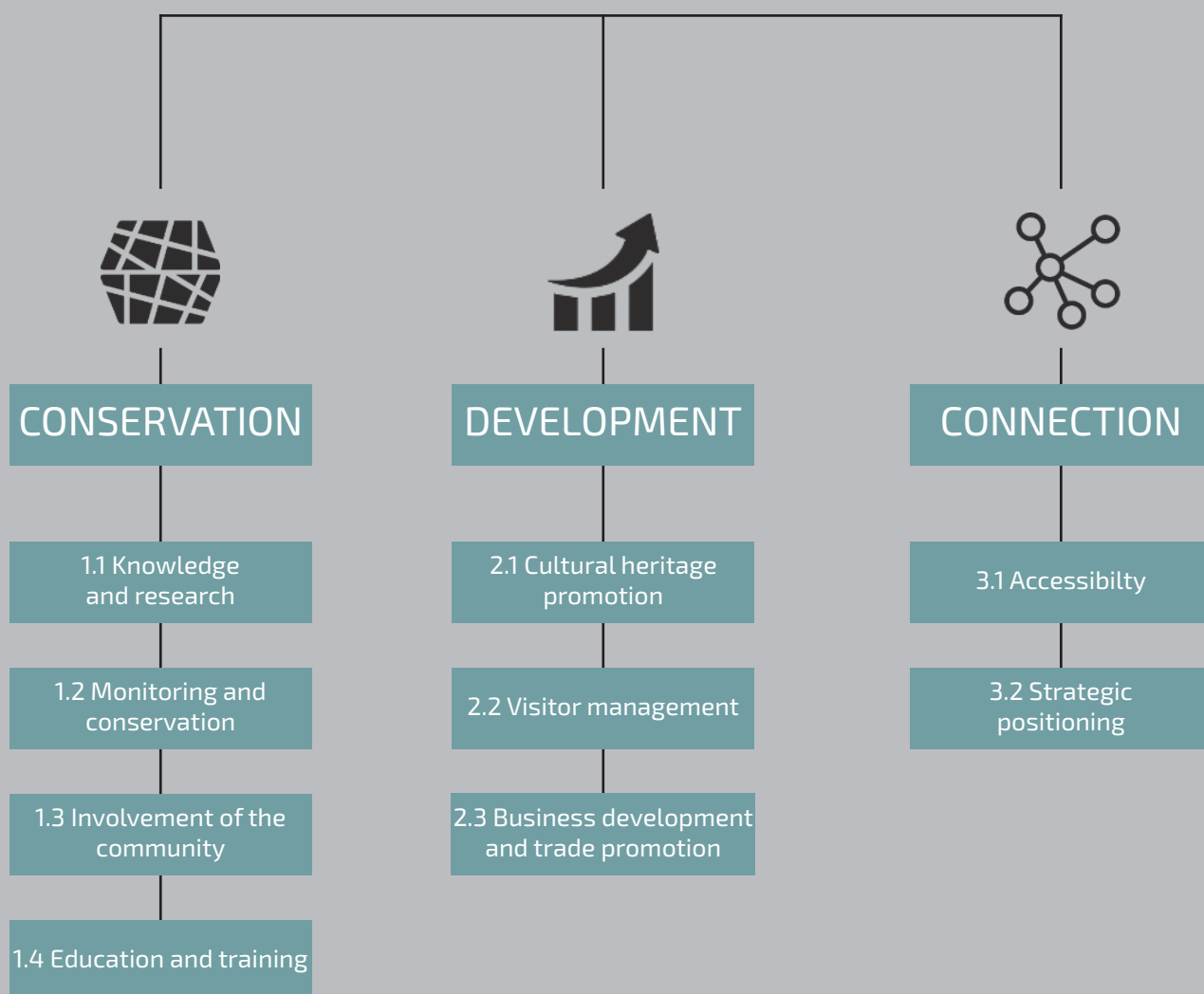


Figure 16. Diagram of the Action Plans and their goals

## 7. Defining new goals

*This chapter describes the goals of each Action Plan and the instruments and measures required to achieve them (these are described more fully in the next chapter).*



### 7.1. Action plan CONSERVATION

The Plan's strategic goals are as follows, in order of priority:

#### 1.1. Knowledge and research

The goal is to increase knowledge of the Site through strengthened scientific research and an integrated information system involving the historical city centre. Starting from the collection and classification of information relating to the Site, conducted during the nomination procedure and while drafting the 2006 Management Plan, the aim in this case is to build an up-to-date and regularly updatable information system supporting the protection and conservation strategies and measures, as well as endorsing and increasing research projects and studies on specific themes so as to improve identification of the asset and promote its being recognisable at the international level.

#### 1.2. Monitoring and conservation

One of the priority goals of the Conservation Plan is the strengthening and upgrading of monitoring activities, with the aim of controlling any transformation and deterioration within the Site and implementing the integrated planning and scheduling of interventions. Based on the methodological instruments provided by the competent bodies, the Plan proposes a number of measures to protect and preserve the Site. These measure can be incremented and updated based on any changes in the parties involved, any new regulatory instruments that become available at the various levels of intervention, and the physical characteristics of each individual asset.

#### 1.3. Involvement of the community in managing the Site's cultural heritage

The Plan seeks to enhance the Site by establishing a link between the local community and the Site's values. The goal in this case is to promote, among the citizens of Genoa, greater awareness and a sense of ownership of the Site, and to encourage local projects to promote a common asset. This should have positive repercussions in and around the Site in terms of the safety, decorum and cleanliness of the historical city centre.

#### 1.4. Education and training

This goal involves coordinating education and training activities so as to disseminate knowledge of the Site and of its cultural heritage both nationally and internationally. This goal targets two sets of users: the community residing in the Site and more generally in the historical city centre, and the professionals who have businesses or operate professionally within the Site.

Below is a table summarising the strategic goals of the Conservation plan, the methodological instruments available and the measures proposed to achieve them. Moreover, the table also includes the list of institutions responsible for each instrument.





*Table 1. Summary of Goals, Instruments, Measures proposed and Competent*

Goals	Instruments
<b>1.1. Knowledge and research</b>	BIG DATA: Management of the data present on the territory at the disposal of operators and administrators for the development of local policies
	SCIENTIFIC RESEARCH: Surveying instrument to broaden and consolidate knowledge of the Site
<b>1.2. Monitoring and conservation</b>	PLANNING OF INTERVENTIONS: Planning and scheduling restoration work (with reference to the Municipal Urban Plan)
	STRUCTURAL MONITORING SYSTEMS: Aimed at buildings in the historical city centre with a view to preserving their structural functions
<b>1.3. Involvement of the community in managing the Site's cultural heritage</b>	COMMUNITY EMPOWERMENT: Instrument promoting a sense of ownership of the cultural asset among the community
	INNOVATION HUB: Innovation laboratories to stimulate the implementation of innovative projects within the Site through collaborations between different industries and between research and business
	INSTRUMENTS OF PUBLIC-PRIVATE COOPERATION: Instruments to involve the public sector in protecting the Site's cultural heritage
<b>1.4. Education and training</b>	CAPACITY BUILDING: Capacity building to provide assistance and support policies, programs and projects
	EDUCATIONAL INSTRUMENTS TO PROMOTE THE CITY'S CULTURAL HERITAGE: Instruments to encourage the community to participate in preserving a common asset
	VOCATIONAL TRAINING: Instruments promoting the ongoing vocational training of industry operators



Measures proposed	Competent bodies
1.1.1. Restoring the data processing and updating activities of the CIVIS Observatory	<b>Genoa City Council</b> , Superintendency, University of Genoa
1.1.2. Implementing the Geoportal	<b>Genoa City Council</b>
1.1.3. Planning systematic studies and research projects on topics related to the values of the Site	<b>University of Genoa</b>
1.1.4. Systematising and organising scientific and informative publications	<b>University of Genoa</b>
1.1.5. Defining regular activities for the dissemination of scientific studies and research projects	<b>University of Genoa</b>
1.2.1. Drawing up a scheduled conservation plan	<b>Superintendency</b> , University of Genoa
1.2.2. Implementing a plan to promote urban cleanliness and attractiveness	<b>Genoa City Council</b> , Superintendency, Other (AMIU, Aster)
1.2.3. Planning training and awareness raising activities aimed at professionals and operators	<b>Superintendency</b> , University of Genoa, Other (Professional orders)
1.2.4. Adopting an innovative structural monitoring system	<b>Genoa City Council</b>
1.2.5. Monitoring structural work	<b>Genoa City Council</b>
1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage	<b>Genoa City Council</b>
1.3.2. Implementing projects to raise awareness against vandalism	<b>Genoa City Council</b> , Superintendency
1.3.3. Promoting private investment to safeguard the Site	<b>Genoa City Council</b> , Chamber of Commerce
1.3.4. Launching entertainment projects and innovative use of urban spaces	<b>Genoa City Council</b> , <i>Palazzo Ducale Fondazione per la Cultura</i> , University Genoa
1.3.5. Implementing cultural projects connecting the city centre with the outskirts of Genoa	<b>Genoa City Council</b> , <i>Palazzo Ducale Fondazione per la Cultura</i> , University of Genoa, Superintendency
1.3.6. Planning regular meetings with <i>Associazione dei Rolli della Repubblica Genovese</i>	<b>Genoa City Council</b>
1.4.1. Launching capacity-building programmes for the human resources employed by the managing entity	<b>Genoa City Council</b> , University of Genoa, <i>Palazzo Ducale Fondazione per la Cultura</i>
1.4.2. Designing educational activities to promote the city's cultural heritage in local schools	<b>Genoa City Council</b> , University of Genoa, <i>Palazzo Ducale Fondazione per la Cultura</i>
1.4.3. Planning information campaigns regarding restoration work (open sites)	<b>Superintendency</b>
1.4.4. Producing a handbook detailing methods of intervention in the case of building transformations and maintenance	<b>Superintendency</b> , Genoa City Council, University of Genoa

## 7.2. Action plan DEVELOPMENT



*bodies involved with the Conservation Action Plan*

The Plan's strategic goals are as follows, in order of priority:

### 2.1. Cultural heritage promotion

The aim is to implement integrated communication and to promote cultural activities in line with the Site's values. The cohesive use of shared guidelines on the part of the stakeholders involved constitutes an element of success in achieving this strategic goal. To this end, it is important to share and raise awareness on the identifying characteristics of the asset, so as to guarantee effective and harmonious promotion of the cultural values supported.

### 2.2. Visitor management

The Development plan sets out to support and extend the Site's cultural offering and to improve fruition, starting from an analysis of the current range of visits offered at the Site. The methodological instruments and measures proposed are complementary, so as to ensure the development of sustainable, high quality tourism.

### 2.3. Business development and trade promotion

Starting from the redevelopment of the Site's urban context, the aim is to support business with a view to ensuring the development of new production and commercial undertakings, differentiating the types of businesses present in the historical city centre, and preserving the conditions for the continuation in business of existing enterprises. The social and economic enhancement of the Site also requires a series of measures to ensure business transparency through the adoption of reporting and quality certification tools.

Below is a table summarising the strategic goals of the Development Plan, the methodological instruments available and the measures proposed to achieve them. Moreover, the table also includes the list of institutions responsible for each instrument.



Table 2. Summary of Goals, Instruments, Measures proposed and Competent bodies involved with the Development Action Plan

Goals	Instruments	Measures proposed	Competent bodies
2.1. Cultural heritage promotion	CULTURAL AND TOURISM OFFERING: Designing, updating and monitoring the results of an integrated cultural and tourism offering	2.1.1. Scheduling innovative cultural activities to enhance the Site	Genoa City Council, University of Genoa
		2.1.2. Enhancing the UNESCO brand	Genoa City Council, Regional Authorities of Liguria, University of Genoa
		2.1.3. Developing enhancement and promotion activities and events in the <i>Palazzi dei Rolli</i>	Genoa City Council, University of Genoa, Other (Ministry of Cultural Heritage and Activities, Association of Owners)
	COMMUNICATION PLAN AND CITY BRANDING: Strategy to develop integrated Site promotion	2.1.4. Plan to promote the Site as a tourist and cultural destination on a national and international scale	Genoa City Council, Metropolitan City
		2.1.5. Promotion and cultural enhancement of the UNESCO Site within the framework of the Plan for the communication and promotion of the tourism destination	Genoa City Council
		2.1.6. Mirabilia Project	Chamber of Commerce
2.2. Visitor management	FRUITION INSTRUMENTS: Set of instruments to promote tourist, cultural and recreational flows	2.2.1. Tourist Information Office: measure to promote products and services associated with the UNESCO Site	Genoa City Council
		2.2.2. Implementing innovative fruition projects based on new technologies	Genoa City Council, University of Genoa
		2.2.3. Creating differentiated Site fruition products	Genoa City Council, Palazzo Ducale Fondazione per la Cultura
	VISITOR MANAGEMENT PLAN: Studying, monitoring and management of visitor flows at the Site to manage their impact and ensure a high quality tourist experience	2.2.4. Applying the instruments defined by the UNESCO World Heritage Sustainable Tourism Toolkit	Genoa City Council
2.3. Business development and trade promotion	PROGRAMMES SUPPORTING CREATIVE INDUSTRIES IN THE HISTORICAL CITY CENTRE: Programmes supporting the development of cultural and creative industries in the historical city centre	2.3.1 Mapping unused spaces in the historical city centre	University of Genoa
		2.3.2. Planning grants to support new businesses in the historical city centre	Genoa City Council, Chamber of Commerce



## 7.3. Action plan CONNECTIONS



The Plan's strategic goals are as follows, in order of priority:

### 3.1. Accessibility

The aim is to improve Site accessibility, both in terms of mobility and the fruition of palaces and museums, granting citizens and tourists alternative forms of transport to access the Site, and in terms of the perception of its heritage and the discovery of its spaces, so as to increase awareness of the Site's various components and their different stories.

### 3.2. Strategic positioning

Successful Site management is also guaranteed by the establishment of national and international cooperative networks. To this end, the aim is to develop measures that are not exclusively local, so as to consolidate the Site's presence within international networks, develop new cultural programmes, and expand and diversify tourist flows.

Below is a table summarising the strategic goals of the Connections Plan, the methodological instruments available and the measures proposed to achieve them. Moreover, the table also includes the list of institutions responsible for each instrument.



Table 3. Summary of Goals, Instruments, Measures proposed and Competent bodies involved with the Connections Action Plan

Goals	Instruments	Measures proposed	Competent bodies
3.1. Accessibility	SMART MOBILITY: Systems to improve the efficiency and cost-effectiveness of transport (with reference to the Sustainable Mobility Urban Plan of the Metropolitan City of Genoa)	3.1.1. Supporting cycling mobility in the historical city centre	Genoa City Council
		3.1.2. Encouraging shared mobility systems	Metropolitan City
		3.1.3. Developing smart transport systems in the historical city centre	Metropolitan City, Genoa City Council
		3.1.4. Implementing the Plan for the Removal of Architectural Barriers	Genoa City Council
	NARRATIVE AND STORYTELLING STRATEGIES: Methods of (tangible and intangible) cultural heritage interaction with the possibility of exploring different levels of knowledge of the Site	3.1.5. Scheduling the <i>Palazzi</i> openings and regular updates on the opportunities to visit private properties	Genoa City Council, Superintendency, University of Genoa
		3.1.6. Implementing a project for the shared development of new and unusual narratives involving the Genoese Site	Genoa City Council, Palazzo Ducale Fondazione per la Cultura, University of Genoa
3.2. Strategic positioning	PARTNERSHIPS: Creating regional, national and international partnerships	3.2.1. Launching collaborations with national and international cultural institutions	Genoa City Council, Regional Authorities of Liguria
		3.2.2. Launching heritage monitoring and conservation collaborations with international research institutes and universities	University of Genoa, Genoa City Council
	FUNDRAISING SYSTEMS: Diversified funding in terms of type of sponsor (public/private) and scale (local, national, European, international)	3.2.3. Implementing trade agreements involving private investors	Genoa City Council, Chamber of Commerce, Regional Authorities of Liguria









## 8. Definition of integrated measures

*This chapter details the integrated measures and instruments of the three Action Plans and of the Governance Plan through datasheets identifying the main elements for implementation, including: activities, competent body, target users, resources, etc.*

### 8.1. Integrated measures of the CONSERVATION Action Plan



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## GOAL 1.1. KNOWLEDGE AND RESEARCH

Goal 1.1. Knowledge and Research includes measures requiring the following instruments:

**Big Data:** management of the data present on the territory at the disposal of operators and administrators for the development of local policies

**Scientific Research:** surveying instrument to broaden and consolidate knowledge of the Site

### 1.1.1. Restoring the data processing and updating activities of the CIVIS Observatory



This measure involves updating and implementing the database created by the Civis Observatory, whose data is now accessible via the Geoportal of Genoa City Council<sup>20</sup>, with the main aim of **monitoring data on building transformations and restorations in the historical city centre**, but also of collecting useful information to ensure **sustainable fruition of the Site and of the old town as a whole**. The updating and critical analysis of such data will make it possible to create new thematic maps providing integrated data of interest to different users. The database will be used to store and process all the data required to **monitor the UNESCO Site's Management Plan**.

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<sup>20</sup> <https://geoportale.comune.genova.it/>



<b>Goal</b>	Knowledge and research	
<b>Instruments</b>	Big Data	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Creating differentiated data collection templates based on the different types of data entered</li> <li>• Digitisation of paper material (e.g. building documents and permits)</li> <li>• Training of and communications to public and private operators on the use of the new instrument</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Aligning cultural mapping data (CIVIS Observatory database) with the databases of the Information Systems Directorate and of other Directorates (Private Building, Trade, TIA, Citizens Advice Bureau, etc.)</li> <li>• Geoportal of the Genoa City Council</li> </ul>
	<i>Target users</i>	Public entities (Administrative Bodies, Universities and Research Centres) and private entities (professionals, cultural operators, local population, students)
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	This activity is conducted within the Genoa City Council with the ongoing support of the Superintendency, while regular updates will be managed by the City Council's Information Systems and Town Planning Directorates. The critical analysis phase and the construction of thematic maps should be conducted in collaboration with the University.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Regional funds</li> <li>• State funds (for example through Law 77/2006 on special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO)</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Difficulty updating data due to the digitisation of paper material</li> <li>• Allocation of cross-cutting responsibilities to competent subjects</li> </ul>
<b>Competent body</b>	Genoa City Council, in collaboration with the Superintendency and the University of Genoa	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Improved knowledge of the core zone and, in some cases, of the entire urban system</li> <li>• Possibility of monitoring building transformations</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Quantity of new data acquired/estimated quantity of data to be acquired</li> <li>• Number of educational meetings organised/year compared with previous years</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.1.2. Implementing the Geoportal 1.1.3. Planning systematic studies and research projects on topics related to the values of the Site
	<i>Best practices</i>	SiCaRweb for the design and management of restoration sites ( <a href="http://sicar.beniculturali.it:8080/website/cosa-e-sicar/">http://sicar.beniculturali.it:8080/website/cosa-e-sicar/</a> ) System of monitoring indicators of the Strategic Environmental Assessment (VAS) of the Municipal Urban Plan (PUC) ( <a href="http://www.comune.genova.it/puc-indicatori-vas">http://www.comune.genova.it/puc-indicatori-vas</a> )

## 1.1.2. Implementing the Geoportal



The aim of implementing the Geoportal of the Genoa City Council is to **build a single integrated system for cataloguing and consulting geographical data** concerning the state of conservation, maintenance and transformation of the urban system and specifically of the historical city centre. The purpose is to expand the existing geographical database with data from different institutions, and to make this easy to update and integrate.

<b>Goal</b>	Knowledge and research	
<b>Instruments</b>	Big Data	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Creation of a system for the collection, from different institutions, of geographical data that is easy to update and integrate, following a set procedures shared with the competent body</li> <li>• Creation of a geographic portal accessible, with special login credentials, to different users (both public and private)</li> <li>• Service promotion activities Training activities aimed at the bodies authorised to upload data</li> </ul>
	<i>Activities underway</i>	Geoportal of the Genoa City Council
	<i>Target users</i>	Public entities (Administrative Bodies, Universities and Research Centres) and private entities (cultural operators, local population, students)
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	This activity is conducted within the Genoa City Council and will be managed by the City Council's Information Systems division.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Regional funds</li> <li>• State funds (for example through Law 77/2006 on special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO)</li> <li>• Funds of the European Union</li> <li>• Private contributions, not only in money terms but also in terms of experimentation with software</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Difficulty of use by different entities and by operators with different skills</li> <li>• Coordination</li> <li>• Continuous updating of data</li> </ul>
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Improvement in the quantity and quality of data collected</li> <li>• Integrated use of data and establishment of collaborative networks</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of entities involved in the implementation and/or updating of data/total entities entitled to do so</li> <li>• Number of times maps have been accessed/year compared with previous years</li> <li>• Number of times levels have been accessed/year compared with previous years</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	This measure supports goals 1.2. Monitoring and conservation and 1.3. Involvement of the community in managing the Site's cultural heritage
	<i>Best practices</i>	CyArk for archiving and sharing cultural heritage data ( <a href="https://www.cyark.org/">https://www.cyark.org/</a> )

### 1.1.3. Planning systematic studies and research projects on topics related to the values of the Site



This measure requires the development of complex studies, also of a multidisciplinary nature, so as to gain a more in-depth understanding of the **many issues connected with the Site and more generally with the promotion of a systemic cultural offering**. These results are obtained by creating a continuously updated area of inter-exchange where searches can be conducted not only by keyword but also by disciplinary sector, for the purposes of shared research.

<b>Goal</b>	Knowledge and research	
<b>Instruments</b>	Scientific research	
<b>Description</b>	<i>Activities</i>	Development of multidisciplinary studies relating to the values present in the SiteImplementation of benchmark studies aimed at comparing research on the preservation and enhancement of Italian and international UNESCO Sites and cultural heritage studies in general
	<i>Activities underway</i>	Measures relating to the knowledge, monitoring, conservation (history and town planning) and restoration of the Site, mainly through (human) resources from Scuola di Scienze Umanistiche (DiRAAS and DAFIST Departments) and Scuola Politecnica (DAD and DIBRIS Departments)
	<i>Target users</i>	Scientific community, students, public administrators, institutions/organisations operating in the field of culture
<b>Feasibility</b>	<i>Implementation timeframe</i>	12-18 months
	<i>Resources</i>	The activities will be carried out at universities and research centres by researchers and PHD Students
	<i>Possible sources of funding</i>	State funds (for example through Law 77/2006 on special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO) Funds of the European Union
	<i>Criticalities</i>	Developing systematic collaborations between university departments and/or research centres so as to avoid bureaucratic delays
<b>Competent body</b>	University of Genoa	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	Improving access to and sharing of scientific material relating to the Site and its territorial system
	<i>Monitoring indicators</i>	Number of projects implemented/year compared with previous years Number of publications published/year compared with previous years
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.1.1. Restoring the data processing and updating activities of the CIVIS Observatory 1.1.2. Implementing the Geoportal
	<i>Best practices</i>	"Sleeping Beauty" project ( <a href="http://musei.beniculturali.it/progetti/progetto-sleeping-beauty">http://musei.beniculturali.it/progetti/progetto-sleeping-beauty</a> )



## 1.1.4. Systematising and organising scientific and informative publications



This measure involves creating a **catalogue or list, which can be consulted online, detailing all scientific and informational publications relating to the Site** and the latter's relations with the entire territorial system. In particular, the measure involves equipping the libraries of the University of Genoa with a system, based on software already in use, for ordering publications by scientific sector and enabling searches by keyword, also via links to civic and state libraries (possibly also archives).

<b>Goal</b>	Knowledge and research	
<b>Instruments</b>	Scientific research	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Create a list (database) of publications and split them by topic, theme, study field, etc.</li> <li>Make publications concerning the Site accessible online using special login credentials (username and password)</li> </ul>
	<i>Activities underway</i>	At present there are no formal lists, despite being envisaged by the 2006 management plan, and measures are being undertaken to harmonise informative material
	<i>Target users</i>	Scientific community, students, public administrators, institutions/organisations operating in the field of culture, local population
<b>Feasibility</b>	<i>Implementation timeframe</i>	6-12 months
	<i>Resources</i>	The activities can be guaranteed by the University's libraries, which can systematically devote human resources (trainees, 150 hours) both to cataloguing existing material and to checking for the existence of new material and then adding it to a specific list (using software already in use)
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Regional funds</li> <li>State funds (for example through Law 77/2006 on special measures for the protection and the fruition of Italian cultural, landscape and natural sites, inscribed on the "World Heritage List", placed under the protection of UNESCO)</li> <li>Funds of the European Union</li> </ul>
	<i>Criticalities</i>	Integration with software already in use
<b>Competent body</b>	University of Genoa	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Greater dissemination of and easier access to scientific and informative material relating to the Site and its relations with the entire territorial system</li> <li>Establishment of agreements between the University's libraries and the other libraries operating in the territory</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of new publications per theme added during the year compared with previous years</li> <li>Number of publication requests per theme during the year compared with previous years</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.1.3. Planning systematic studies on topics related to the values of the Site 1.1.5. Defining regular activities for the dissemination of scientific studies and research projects
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>Library Catalog – Getty Research Institute (<a href="https://primo.getty.edu/primo-explore/search?vid=GRI&amp;lang=en_US&amp;fromRedirectFilter=true">https://primo.getty.edu/primo-explore/search?vid=GRI&amp;lang=en_US&amp;fromRedirectFilter=true</a>)</li> <li>Europeana Collections (<a href="https://www.europeana.eu/portal/it">https://www.europeana.eu/portal/it</a>)</li> <li>Libraries of the University of Trento (<a href="https://www.biblioteca.unitn.it/279/le-banche-dati">https://www.biblioteca.unitn.it/279/le-banche-dati</a>)</li> </ul>

## 1.1.5. Defining regular activities for the dissemination of scientific studies and research projects



This measure includes the development of a strategic plan to **increase the promotion and dissemination of information** to the scientific community, to administrators and to the local population on the research activities undertaken in relation to the Site and on the latter's relations with the territorial system. The aim is to **increase dissemination** of the results of scientific activities applied to the urban system through structured planning activities. Such planning activities may also benefit from opportunities for developing study and research channels, in order to publicise existing and ongoing research and studies.

<b>Goal</b>	Knowledge and research	
<b>Instruments</b>	Scientific research	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Organisation of conferences, seminars and workshops within the departments of the University of Genoa and at other research institutions in Italy and abroad</li> <li>• Organisation of dissemination activities promoted by Fondazione Palazzo Ducale and by other cultural foundations operating in Genoa</li> <li>• Periodic publication of research activities on leading national and international scientific magazines</li> <li>• Participation in international conferences and congresses</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Scientific conferences on the UNESCO World Heritage held at the University of Genoa and at other universities with which it collaborates on research projects on the theme of Cultural Heritage (participation of the University of Genoa in the UNIVERSEUM and UniTown international networks);</li> <li>• Study and dissemination of information relating to the UNESCO World Heritage as part of degree courses in cultural heritage, history of art and artistic heritage management;</li> <li>• Scientific dissemination during the Rolli Days</li> </ul>
	<i>Target users</i>	Scientific community, students, public administrators, institutions/organisations operating in the field of culture, local population
<b>Feasibility</b>	<i>Implementation timeframe</i>	6-12 months
	<i>Resources</i>	The activity involves researchers and PHD students of the University of Genoa and of national and international research centres
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• University funds</li> <li>• State funds (PRIN)</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Coordination of initiatives</li> <li>• Difficulty communicating university initiatives externally</li> </ul>
<b>Competent body</b>	University of Genoa	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Increased recognisability of the Site within the international scientific community</li> <li>• Enhancement and promotion of scientific research and activities</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of conferences and congresses/year compared with previous years</li> <li>• Number of informative events/year compared with previous years</li> <li>• Number of participants in events of various kinds/year compared with previous years</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.1.3. Planning systematic studies on topics related to the values of the Site 1.1.4. Systematising and organising scientific publications
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• The Egyptian Museum in Turin (<a href="https://museoegizio.it/scopri/collezione/">https://museoegizio.it/scopri/collezione/</a>)</li> <li>• Fondazioni Dolomiti UNESCO (<a href="https://www.dolomitiUNESCO.info/?reti-funzionali=rete-della-formazione-e-della-ricerca-scientifica">https://www.dolomitiUNESCO.info/?reti-funzionali=rete-della-formazione-e-della-ricerca-scientifica</a>)</li> <li>• UNESCO Sites in Sicily (<a href="https://www.visitsicily.travel/arte-cultura/patrimonio-UNESCO/">https://www.visitsicily.travel/arte-cultura/patrimonio-UNESCO/</a>)</li> </ul>

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## GOAL 1.2. MONITORING AND CONSERVATION

Goal 1.2. *Monitoring and Conservation* includes measures requiring the following instruments:

**Planning of interventions:** planning and scheduling restoration work (with reference to the municipal urban plan)

**Structural monitoring systems:** aimed at buildings in the historical city centre with a view to preserving their structural functions

### 1.2.1. Drawing up a scheduled conservation plan

Starting from the need to preserve the Site, a **plan will be drawn up to schedule the conservation activities**. Following a critical analysis of the situations of risk, initially only in the core zone and later also in the buffer zone, a series of interventions will be scheduled, starting with the most urgent. At the same time, special programmes will be identified to coordinate ordinary maintenance activities.





<b>Goal</b>	Monitoring and conservation	
<b>Instruments</b>	Planning of interventions	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Critical analysis of the state of conservation</li> <li>• Definition of the methods of intervention</li> <li>• Scheduling of interventions</li> <li>• Scheduling and coordination of ordinary maintenance activities</li> <li>• Identification of guidelines / an action plan to be distributed to the owners of the buildings</li> </ul>
	<i>Activities underway</i>	Rollindagando project organised by the Genoa City Council in collaboration with Unige, the aim of which is to create a database on the basis of which to draft a subsequent scheduled conservation plan, in relation to the state of conservation and the interventions carried out over the past 20 years
	<i>Target users</i>	Residents, tourists and professionals involved in drafting the plan
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	Definition of the measure requires the involvement of the staff of the Superintendency, in collaboration with the University (for example, involving students and researchers in analysing the state of conservation). The financial resources for implementing the measure may come from combined alternative funding sources (sponsorships, crowdfunding).
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Contributions from banking foundations (e.g. invitation to tender of Fondazione Cariplo "Conoscere per conservare, per la conservazione programmata").</li> </ul>
	<i>Criticalities</i>	Difficulty managing the plan's sustainability over time
<b>Competent body</b>	Superintendency, in collaboration with the University of Genoa and the Genoa City Council	
<b>Territorial scope</b>	Core Zone, possibly extending the scope of the measure to the old town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Executing restoration works in the entire core zone</li> <li>• Coordinating maintenance activities</li> <li>• Monitoring the state of conservation of buildings</li> <li>• Drawing up strategic guidelines for the implementation of prevention, maintenance and conservation activities</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of buildings surveyed/total buildings</li> <li>• Number of interventions implemented/total required</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.2. Implementing a plan to promote urban cleanliness and attractiveness 1.2.3. Planning training and awareness raising activities aimed at professionals 1.2.4. Adopting an innovative structural monitoring system
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Porto Vivo SRU - Sociedade de Reabilitação Urbana da Baixa Portuense S.A (<a href="http://www.portovivosru.pt/">http://www.portovivosru.pt/</a>)</li> <li>• Heritage Colors, Florence City Council (<a href="http://www.firenzepatrimoniomondiale.it/heco-heritage-colours/">http://www.firenzepatrimoniomondiale.it/heco-heritage-colours/</a>)</li> </ul>



## 1.2.2. Implementing a plan to promote urban cleanliness and attractiveness



This measure involves defining **scheduled, integrated activities to improve urban decorum** (cleanliness of streets, squares and public spaces, waste management, etc.), to be implemented with the support of local associations and volunteer groups. The measure sets out, on the one hand to demonstrate the administrations' strong commitment, and on the other, to encourage the involvement of citizens in taking care of the districts where they live and/or work. Specific activities addressing young people (e.g. 15-18 year-olds) should be devised, so as to raise awareness within certain age groups.

<b>Goal</b>	Monitoring and conservation	
<b>Instruments</b>	Planning of interventions	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Planning regular actions</li> <li>Designing activities to be carried out in collaboration with local associations and volunteer groups</li> <li>Designing an innovative system for managing waste and recycling centres</li> </ul>
	<i>Activities underway</i>	Memorandum of Understanding against defacement and vandalism drawn up by the Superintendency and by the Genoa City Council
	<i>Target users</i>	Residents, tourists and professionals involved in drafting the plan
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	Definition of the measure requires the involvement of the staff of the Genoa City Council
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Public funds</li> <li>Funds of the European Union</li> <li>Private contributions</li> </ul>
	<i>Criticalities</i>	Difficulty managing the plan's sustainability over time
<b>Competent body</b>	Genoa City Council, in collaboration with the Superintendency and other entities (AMIU -Azienda Multiservizi e d'Igiene Urbana; Aster -Azienda Servizi territoriali Genova Spa)	
<b>Territorial scope</b>	Core Zone, possibly extending the scope of the measure to the old town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Improved quality of life in terms of decorum and cleanliness in the old town</li> <li>Drawing up of guidelines for the implementation of ordinary maintenance and cleaning activities</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of interventions implemented/total foreseen</li> <li>Number of individuals and associations involved/total</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.1. Drawing up a scheduled conservation plan 1.2.3. Scheduling awareness-raising activities targeting professionals and industry operators 1.2.4. Adopting an innovative structural monitoring system
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>Peter P.A.N. Committee, Parco Amendola Nord, Modena (<a href="https://www.labsus.org/2019/09/parco-regionale-di-aguzzano-dove-resistenza-civile-e-partecipazione-non-sono-una-novita/">https://www.labsus.org/2019/09/parco-regionale-di-aguzzano-dove-resistenza-civile-e-partecipazione-non-sono-una-novita/</a>)</li> <li>Collection of waste by volunteers: VisPO project – Volunteer Initiative for a Sustainable Po (<a href="http://www.bevispo.eu/">http://www.bevispo.eu/</a>)</li> <li>DIY Waste Collector Project (<a href="https://www.labsus.org/2009/06/netturbino-fai-da-te/">https://www.labsus.org/2009/06/netturbino-fai-da-te/</a>)</li> <li>Guerrilla Gardening (<a href="http://www.guerrillagardening.it/">http://www.guerrillagardening.it/</a>)</li> </ul>



Figure 16. Guerrilla Gardening project

Source: <http://www.guerrillagardening.it>

### 1.2.3. Planning training and awareness raising activities aimed at professionals and operators



This measure includes scheduling activities aimed at professionals and industry operators working in the building sector with a view to **raising awareness and developing skills** relating to the proper execution of conservation, maintenance and building transformation interventions within the historical city centre, and in terms of the application of best practices in the restoration field. More specifically, the fact of **designing interdisciplinary training activities**, possibly contributing to the compulsory training requirements of professional orders, provides the professionals concerned with an in-depth understanding of issues related to the protection, conservation and monitoring of the Site's cultural heritage from an engineering, operational and regulatory standpoint, as well as offering them information on the instruments made available by the local authorities (e.g. the Geoportal).

<b>Goal</b>	Monitoring and conservation	
<b>Instruments</b>	Planning of interventions	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Launching collaborations with professional bodies and training agencies</li> <li>• Designing and scheduling activities</li> <li>• Defining the contents of specialised professional courses</li> <li>• Creating a collaborative network with professional orders and schools</li> <li>• Selecting participants</li> <li>• Organising courses</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Action Plan A - 2006 Management Plan. Developing guidelines, necessarily subject to continuous updating, for the proper execution of restoration work</li> <li>• Courses at the Genoa college of building, offered by the Regional and Provincial authorities under the supervision of the Superintendency</li> </ul>
	<i>Target users</i>	Construction professionals/companies
<b>Feasibility</b>	<i>Implementation timeframe</i>	12-18 months
	<i>Resources</i>	The activity requires the involvement of resources internal to the institutions concerned
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Private contributions</li> <li>• Training funds of professional orders/institutions</li> </ul>
	<i>Criticalities</i>	Long-term sustainability of scheduled activities
<b>Competent body</b>	Superintendency, in collaboration with the University and with professional orders	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Improved quality of restoration interventions</li> <li>• Development of a local economy specifically related to restoration work</li> <li>• Monitoring of building transformations</li> <li>• Positive consequences in terms of restoration-related training and growth of the local economy</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of activities implemented/year compared with the previous year</li> <li>• Number of training agencies and orders involved/total</li> <li>• Number of course participants/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.1. Drawing up a scheduled conservation plan 1.2.4. Adopting an innovative structural monitoring system 1.4.4. Producing a handbook detailing methods of intervention in the case of building transformations and maintenance
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• La Venaria Reale Conservation and Restoration Centre (<a href="https://www.centrorestaurovenaria.it/">https://www.centrorestaurovenaria.it/</a>)</li> <li>• Banca del Fare (<a href="http://www.parcoculturalealtalanga.org/banca-del-fare/">http://www.parcoculturalealtalanga.org/banca-del-fare/</a>)</li> </ul>

## 1.2.4. Adopting an innovative structural monitoring system



The move towards scheduled conservation of the Site, through continuous monitoring interventions, is connected with the need to develop an **innovative system for the continuous and widespread monitoring of the historical city centre**. The measure should be developed in collaboration with the University and the Superintendency and in partnership with private bodies so as to keep the costs of such interventions sustainable.

The structural diagnoses conducted in the late nineties will be implemented in a geographical DB (Civis) in order to be able to compare them with the restoration and/or rehabilitation interventions conducted over time, as available for consultation in the DB of the Construction Desk (S.U.E.) of the Genoa City Council. This comparison will enable the continuously updated mapping of the UNESCO Site's state of conservation.

<b>Goal</b>	Monitoring and conservation	
<b>Instruments</b>	Structural monitoring systems	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Defining a network of public and private partnerships</li> <li>Designing the structural monitoring system</li> <li>Managing and implementing the system</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Professionals - Business - Residents
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	The activity requires the involvement of resources internal to the institutions concerned
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Public funds</li> <li>Funds of the European Union</li> <li>Private contributions</li> </ul>
	<i>Criticalities</i>	Long-term sustainability of scheduled activities
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Core zone, possibly extending the scope of the measure to the old town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Conservation and protection of the <i>Palazzi</i></li> <li>Structural monitoring</li> <li>Fall in the number of "extended" restoration works</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of cases monitored per year/total</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.1.1 Restoring the data processing and updating activities of the Civis Observatory 1.2.1. Drawing up a scheduled conservation plan
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>Monitoring of historical buildings with Fiber Bragg Grating (FBG) supported by ENEA</li> <li>Structural monitoring projects of the Politecnico di Torino Responsible Risk Resilience Centre (<a href="http://www.r3c.polito.it/">http://www.r3c.polito.it/</a>)</li> </ul>





Figure 17. Vicoforte Sanctuary, masonry dome extrados fitted with monitoring sensors

Source: [http://art.siat.torino.it/wp-content/uploads/2018/03/ART\\_LXXI\\_AWS.pdf](http://art.siat.torino.it/wp-content/uploads/2018/03/ART_LXXI_AWS.pdf)

## 1.2.5. Monitoring structural work



The move towards scheduled conservation of the Site, through continuous monitoring interventions, is connected with the need to **track information flows** within the entities involved. The aim of the measure is to **monitor structural work** conducted on the buildings in the old town, on the basis of seismic retrofitting authorisation requests submitted and structural works reported to the relevant offices.

<b>Goal</b>	Monitoring and conservation	
<b>Instruments</b>	Structural monitoring systems	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Identifying authorisation requests submitted and structural works reported to the Construction Desk (S.U.E.) and to the Production Desk (S.U.A.P.) of the Genoa City Council</li> <li>Identifying those relating to buildings located in the historical city centre (UNESCO buffer zone)</li> <li>Analysing the most significant interventions</li> </ul>
	<i>Activities underway</i>	Preliminary analysis of archived data
	<i>Target users</i>	Technicians involved in the conservation of the Unesco Site
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-36 months
	<i>Resources</i>	The activity will involve resources internal to the institutions concerned
	<i>Possible sources of funding</i>	Public funds
	<i>Criticalities</i>	Possibility of retrieving information stored in various databases
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Monitoring of structural interventions underway</li> <li>Updating of the Information System</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of seismic retrofitting authorisation requests submitted (inside the perimeter of the historical city centre)</li> <li>Number of structural works reported (inside the perimeter of the historical city centre)</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.1. Drawing up a scheduled conservation plan 1.2.4. Adopting an innovative structural monitoring system
	<i>Best practices</i>	Pon Metro Genova <a href="http://www.ponmetro.it/progetto/?codice=GE1.1.1.e">http://www.ponmetro.it/progetto/?codice=GE1.1.1.e</a>

## GOAL 1.3. INVOLVING THE COMMUNITY

Goal 1.3. *Involving the community* includes measures requiring the following instruments:

**Community empowerment:** instrument promoting a sense of ownership of the cultural asset among the community;

**Innovation hub:** innovation laboratories to stimulate the implementation of innovative projects within the Site through collaborations between different industries and between research and business

**Instruments of public-private cooperation:** instruments to involve the public sector in protecting the Site's cultural heritage

### 1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage



Involvement of the community is supported by projects designed to encourage the participation and **involvement of citizens starting from the younger population**, for example through initiatives to improve the quality of the urban space to the benefit of the general public. The aim is to **pursue and maintain a culture of beauty** through the commitment of individuals or groups wishing to take care of the Site, thus initiating and encouraging virtuous behaviours.



<b>Goal</b>	Involvement of the community in managing the Site's cultural heritage	
<b>Instruments</b>	Community Empowerment	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Selection and coordination of projects</li> <li>• Promotion and communication of results</li> <li>• Implementation of a platform to disseminate projects and initiatives</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• "Genova Creativa" projects and initiatives</li> <li>• OPEN Project "Vicoli della Compagnia di San Paolo (2018/2019)" to train and involve associations operating in the historical city centre</li> </ul>
	<i>Target users</i>	Residents - Local Associations - Integrated Street Associations
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	The measure requires the involvement of local authorities supporting the design and organisation of projects, also with the engagement of young citizens
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> </ul>
	<i>Criticalities</i>	Project coordination and implementation of activities consistent with the Site's values
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	Involvement of civil society in taking care of the Site
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of projects implemented/year compared with the previous year</li> <li>• Number of people involved in various initiatives/year compared with the previous year</li> <li>• Number of collaborative networks launched or used/total potential</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.2. Implementing a plan to promote urban cleanliness and attractiveness 1.3.2. Implementing projects to raise awareness against vandalism
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Io Agisco (<a href="http://www.ioagisco.it/it/chi-siamo">http://www.ioagisco.it/it/chi-siamo</a>)</li> <li>• MaB UNESCO Monviso Youth Camp (<a href="http://www.parcomonviso.eu/ita/leg-ginews.asp?id=1941">http://www.parcomonviso.eu/ita/leg-ginews.asp?id=1941</a>)</li> <li>• CIVICA – Culture and Civic Innovation projects (<a href="https://www.compagnia-disanpaolo.it/ita/Bandi-e-scadenze/CivICa-progetti-di-Cultura-e-Inno-vazione-Civica">https://www.compagnia-disanpaolo.it/ita/Bandi-e-scadenze/CivICa-progetti-di-Cultura-e-Inno-vazione-Civica</a>)</li> </ul>





Figure 18. Angioletti del Bello project - Florence

Source: <http://www.angelidelbello.org/categories/progetti/angioletti-del-bello/>

### 1.3.2. Implementing projects to raise awareness against vandalism



The measure aims to develop projects of engagement and audience development with a view to preventing acts of vandalism, cleaning graffiti off walls, doors and façades, and removing illegal posters and stickers, especially in particularly degraded areas of the Site. The aim is to **schedule the integrated maintenance and cleaning of masonry surfaces, implementing demonstrations** of public interest. This requires the involvement of residents and of civil society in general through collaboration with schools, volunteers, local associations and citizen groups. For the removal of graffiti in line with the procedures laid down by the Superintendency and by the Genoa City Council (in terms of the prerequisites of companies carrying out the works and with regard to the methods of intervention), projects must be agreed in advance with the Superintendency, making provision for the collaboration and support of authorised professionals and specialised firms.



<b>Goal</b>	Involvement of the community in managing the Site's cultural heritage	
<b>Instruments</b>	Planning of interventions	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Selecting and scheduling activities</li> <li>• Establishing collaborations with local entities</li> <li>• Organising training sessions held by specialised professionals and firms</li> <li>• Creating and promoting informational material/documentaries describing the initiatives</li> <li>• Dissemination through media, social media and schools</li> </ul>
	<i>Activities underway</i>	Memorandum of Understanding against defacement and vandalism <sup>21</sup>
	<i>Target users</i>	Residents, local associations, integrated street associations
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	The measure requires the involvement of local authorities supporting the design and organisation of projects. Its implementation should occur in collaboration with associations, private individuals and/or volunteers, and with the support of specialised companies and professionals.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> </ul>
	<i>Criticalities</i>	Planning long-term initiatives
<b>Competent body</b>	Genoa City Council in collaboration with the Superintendency	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	Improved decorum within the Site and involvement of civil society in the implementation of projects.
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of interventions implemented/year compared with the previous year</li> <li>• Number of entities involved in various initiatives/total potential entities</li> <li>• Number of training activities organised/informative material created/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.2. Implementing a plan to promote urban cleanliness and attractiveness 1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage 1.4.2. Designing educational activities to promote the city's cultural heritage in local schools
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Gli Angeli del Bello with the projects Graphiti Kommando, Florence (<a href="http://www.angelidelbello.org/">http://www.angelidelbello.org/</a>)</li> <li>• Agenti Pulenti, aimed at primary school children in Piedmont (<a href="http://www.agentipulenti.com/">http://www.agentipulenti.com/</a>)</li> <li>• Borgovecchio Factory Documentary (<a href="https://borgovecchiofactory.tumblr.com/">https://borgovecchiofactory.tumblr.com/</a>)</li> </ul>

<sup>21</sup> Memorandum of Understanding against defacement and vandalism drawn up by the Superintendency and by the Genoa City Council

### 1.3.3. Promoting private investment to safeguard the Site



This measure involves implementing a strategy to expand the methods and amounts of private contributions granted for the preservation and maintenance of the Site. In addition to government grants and those offered by international development agencies, further **financial instruments should be created so as to promote private investments at the local level.**

The measure aims to develop a fundraising system that foresees the possibility of availing of sponsorships for the implementation of the Plans' measures. The instruments identified include, by way of example: crowdfunding and donation campaigns, membership in existing networks, etc.

<b>Goal</b>	Involvement of the community in managing the Site's cultural heritage	
<b>Instruments</b>	<i>Community Empowerment</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Definition of different possible fundraising methods</li> <li>• Creation of a dedicated fund</li> <li>• Planning and promoting fundraising campaigns</li> <li>• Promoting and implementing campaigns</li> <li>• Monitoring effectiveness</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Managing entity, residents
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-30 months
	<i>Resources</i>	Companies forming part of the Chamber of Commerce network, Italy's 5x1000 income tax allocation to support culture, art bonus, etc.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	The contributions received may be limited compared to the investment required. Developing fundraising campaigns requires specific business skills, to which end advice may be sought from external professionals and continuous, sound collaborations may be developed with the institutions and with local businesses
<b>Competent body</b>	Genoa City Council in collaboration with the Chamber of Commerce	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Increased public and visitor loyalty</li> <li>• Increase in funds available for the Site</li> <li>• Launch of a system for donations</li> <li>• Consolidated relations with the city's production community</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of instruments launched/total envisaged</li> <li>• Number of donors acquired/year compared with the previous year</li> <li>• Number of sponsorships implemented/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage 3.2.3. Implementing trade agreements involving private investors
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Art Bonus fundraising (<a href="https://artbonus.gov.it/">https://artbonus.gov.it/</a>)</li> <li>• MOMA New York Membership (<a href="https://membership.moma.org/">https://membership.moma.org/</a>)</li> <li>• British Museum (<a href="https://www.britishmuseum.org/support_us/ways_of_giving/make_a_donation.aspx">https://www.britishmuseum.org/support_us/ways_of_giving/make_a_donation.aspx</a>)</li> <li>• "Vedere con le mani" project launched by the Mart in Rovereto by investing the proceeds of the Art Bonus (<a href="http://www.mart.tn.it/artbonus">http://www.mart.tn.it/artbonus</a>)</li> </ul>



### 1.3.4. Launching entertainment projects and innovative use of urban spaces



This measure involves implementing entertainment projects in the old town, through the creation of a consultative body that supports the official institutions in order to ensure an **ongoing, open dialogue with stakeholders**. The aim is to stimulate the innovative use of certain areas of the historical city centre, in particular during times when the city is perceived as unsafe by residents. One goal, for example, is to promote a more active nightlife in certain districts by coordinating initiatives aimed at solving the problem of abandoned urban areas and petty crime. In particular, a special figure (the Night Mayor or Night Czar, as it is called in some cities) will be specifically tasked with coordinating such initiatives.

<b>Goal</b>	Involvement of the community in managing the Site's cultural heritage	
<b>Instruments</b>	<i>Innovation Hub</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Identification of a figure with appropriate skills</li> <li>• Organisation and promotion of activities</li> <li>• Possible identification of incentives for the most animated city's venues</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Cresta Festival for the redevelopment of the Luzzati Gardens</li> <li>• Suq Festival</li> <li>• Unige activities: Notte della Luce (2015); Estate a Balbi (2019: six summer evening events with guided tours of the University's UNESCO buildings, concerts, cultural activities)</li> </ul>
	<i>Target users</i>	Residents, tourists
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	The measure requires the involvement of resources internal to the institutions in charge of coordinating the activities
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> </ul>
	<i>Criticalities</i>	Difficulty establishing a two-way dialogue with local stakeholders
<b>Competent body</b>	Genoa City Council in collaboration with <i>Palazzo Ducale Fondazione per la Cultura</i> and the University of Genoa	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	Expected results include increased night-time security in the old town, increase in the number of people attending venues, and increase in the number of activities organised
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of venues open in the evening/total number of venues</li> <li>• Number of activities organised/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.3.5. Implementing cultural projects connecting the city centre with the outskirts of Genoa
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• The Night Mayor is a figure operating in many cities, both large and small, throughout the world, such as Amsterdam, London, Paris, Groningen, Toulouse, Zurich, New York and recently also Manchester and Washington.</li> <li>• "I Notturmi delle città" project (<a href="http://www.condizioniavverse.org/bando-di-selezione-per-residenza-artistica-i-notturmi-della-citta/">http://www.condizioniavverse.org/bando-di-selezione-per-residenza-artistica-i-notturmi-della-citta/</a>)</li> <li>• Casa Periferica urban regeneration project (<a href="http://www.perifericaproject.org/">http://www.perifericaproject.org/</a>)</li> <li>• Borgo Vecchio Factory project in Palermo (<a href="http://borgovecchiofactory.tumblr.com/">http://borgovecchiofactory.tumblr.com/</a>)</li> <li>• Sotto il Viadotto project, Rome (<a href="https://sottoilviadotto.wordpress.com/">https://sottoilviadotto.wordpress.com/</a>)</li> <li>• Porlwi Festival of Contemporary Culture in Mauritius (<a href="http://www.porlwi.com/">http://www.porlwi.com/</a>)</li> <li>• Social Light Movement (<a href="https://sociallightmovement.com/">https://sociallightmovement.com/</a>)</li> </ul>



### 1.3.5. Implementing cultural projects connecting the city centre with the outskirts of Genoa



Starting from the strategies of the 2010 Municipal Urban Plan (PUC), in particular the **redevelopment of spaces to reinforce connections between the historical city centre, the sea and the hill areas**, this measure involves the implementation of cultural projects, including contemporary art works and installations branching out from the city centre and "connecting" it with other areas of the city, as if to **sew together the urban fabric in the historical city centre and in the outskirts of Genoa**. In designing these initiatives, particular attention should be paid to the creation of collaborative networks with local associations and with the communities living in the centre and in the outskirts.

In developing an art project that encompasses both the historical city centre, as the origin of regeneration, and the suburbs, we suggest entitling the project "Bridge 1.25 km", to evoke the dramatic experience connected with the Morandi bridge incident.



Figure 19. Contemporary art installation at the Porlwi Festival

Source: <http://www.porlwi.com/>



<b>Goal</b>	Involvement of the community in managing the Site's cultural heritage	
<b>Instruments</b>	<i>Innovation Hub</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Identification of a figure with appropriate skills</li> <li>• Organisation and promotion of activities</li> <li>• Possible identification of incentives for the most animated city's venues</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Bastimento project</li> <li>• MIBAC Periferie project (Coordinator Arch. Passano) focusing on the Sampierdarena Villas and other relevant cultural systems</li> <li>• International conference Artificial Garden Caves: the Genoa case in the European context, University of Genoa - Ecole pratique des Hautes Etudes, Sorbonne, Palazzo Balbi Cattaneo 9-10 December 2019 (Scientific Coordinators Magnani L., Frommel S.)</li> <li>• Polcevera project to reconnect the Valley's monumental emergencies to the urban fabric, Certosa di Rivarolo, Abbazia del Boschetto- (Scientific Coordinator Montanari G.)</li> </ul>
	<i>Target users</i>	Residents, tourists
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	The activity requires the involvement of resources internal to the competent bodies
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> </ul>
	<i>Criticalities</i>	Need to establish a dialogue with the different communities living in the city, to ensure that the works are placed in contexts capable of receiving, preserving and enhancing them
<b>Competent body</b>	Genoa City Council in collaboration with <i>Palazzo Ducale Fondazione per la Cultura</i> , the University of Genoa and the Superintendency	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	Expected results include the creation of social cohesion around and through the works installed
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of works installed/total envisaged</li> <li>• Number of associations/citizens taking care of them/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage 1.3.4. Launching entertainment projects and innovative use of urban spaces
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• "Nuovi Committenti" programme, by a.titolo, and installations in Turin, Mirafiori Nord district (<a href="http://archive.atitolo.it/ITA/2_1_1torino.htm">http://archive.atitolo.it/ITA/2_1_1torino.htm</a>)</li> <li>• Purple Flag project (<a href="https://www.atcm.org/purple-flag">https://www.atcm.org/purple-flag</a>)</li> <li>• Play Me, I'm Yours project (<a href="http://www.streetpianos.com/">http://www.streetpianos.com/</a>)</li> </ul>





Figure 20. Morandi Bridge, Genoa

Source: <https://blog.tradimalt.com/crollo-ponte-morandi-un-ventaglio-proposte-futuro-del-viadotto/>

### 1.3.6. Planning regular meetings with *Associazione dei Rolli della Repubblica Genovese*



This measure aims to stimulate **participation of the local community in managing the Site's cultural heritage**. In particular, it sets out to encourage public/private collaboration, made all the more necessary by the type of ownership (both public and private) of the buildings themselves. The interests of individual owners (of whole buildings or apartments) must be shared with those of the State or City Council. The owners play a considerable role in stimulating the development of an integrated and sustainable form of tourism in an area as environmentally, socially and culturally fragile as Genoa's historical city centre.

<b>Goal</b>	Involvement of the community in managing the Site's cultural heritage	
<b>Instruments</b>	<i>Instruments of public-private cooperation</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Organisation of regular meetings to discuss specific issues</li> <li>• Organisation of small working groups to deal with different issues specifically assigned to them case by case, as required</li> </ul>
	<i>Activities underway</i>	2006 Management Plan (Plan B - Cultural Promotion): Agreement to raise awareness among owners and residents, measure currently underway
	<i>Target users</i>	Owners of the buildings, local community of the old town
<b>Feasibility</b>	<i>Implementation timeframe</i>	6-12 months
	<i>Resources</i>	The measure must be coordinated by the Genoa City Council which, with the support of the University of Genoa and of the Superintendency, must organise targeted meetings with different experts depending on the issue in hand
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Local funds</li> <li>• Funds of the European Union (ESF) to organise training activities, potentially in the tourism and cultural field</li> </ul>
	<i>Criticalities</i>	Encouraging participation in the meetings, especially among the owners who are not yet really aware of the importance of forming an integral part of a world heritage site
<b>Competent body</b>	Genoa City Council in collaboration with the association of owners of the <i>Palazzi dei Rolli</i>	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Increased awareness of the responsibilities, also of a social nature, associated with owning a UNESCO World Heritage Site.</li> <li>• Development of an integrated and sustainable form of tourism in an environmentally, socially and culturally fragile area</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of regular meetings per issue/year compared with the previous year</li> <li>• Number of owners participating in regular meetings/total</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.1. Drawing up a scheduled conservation plan 1.2.2. Implementing a plan to promote urban cleanliness and attractiveness 1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage 1.3.3. Promoting private investment to safeguard the Site
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Bath World Heritage Site, Federation of Bath Residents' Associations</li> <li>• Vineyard landscapes of Langhe-Roero and Monferrato, <a href="https://www.paesaggivitivinicoli.it">https://www.paesaggivitivinicoli.it</a></li> </ul>



## GOAL 1.4. EDUCATION AND TRAINING

Goal 1.4. *Education and Training* includes measures requiring the following instruments:

**Capacity building:** capacity building to provide assistance and support policies, programs and projects;

**Educational instruments to promote the city's cultural heritage:** instruments to encourage the community to participate in preserving a common asset;

**Vocational training:** instruments promoting the ongoing vocational training of industry operators.

### 1.4.1. Launching capacity-building programmes for the human resources employed by the managing entity



This measure involves organising training programmes for the human resources employed by the managing entity. The aim is to **build management capacities geared towards sustainable development**, with a particular focus on finance and finance-related instruments.

A **specific programme** should be drawn up to promote and share the **contents and guidelines of the 2020-2024 Management Plan**, through ongoing activities to accompany the start-up and implementation of the Plan's individual measures.



<b>Goal</b>	Education and training	
<b>Instruments</b>	<i>Capacity Building</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Training activities such as lectures, study visits, days for comparing and exchanging best practices</li> <li>• Activities of exchange and comparison with other sites</li> <li>• Designing a schedule of activities to accompany the implementation of the 2020-2024 Management Plan</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Human resources employed by the managing entity
<b>Feasibility</b>	<i>Implementation timeframe</i>	12-18 months
	<i>Resources</i>	The activity is coordinated by the managing entity, involving external experts for the delivery of training courses
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Regional funds</li> <li>• Funds of the Italian Ministry of Education, University and Research</li> <li>• Funds of the European Union</li> <li>• Own funds of the training institutions</li> </ul>
	<i>Criticalities</i>	-
<b>Competent body</b>	Genoa City Council in collaboration with the University of Genoa and <i>Palazzo Ducale Fondazione per la Cultura</i>	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Improvement in heritage management practices</li> <li>• Consolidation of skills</li> <li>• Establishment of partnerships</li> <li>• Improvement in implemented projects</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of people involved</li> <li>• Measurement of knowledge acquired through multiple choice questionnaires at the end of each activity</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.4.3. Planning information campaigns regarding restoration work (open sites)
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Master in World Heritage and Cultural Projects for Development, ITC-ILO (<a href="https://www.itcilo.org/masters-programmes/master-in-world-heritage-and-cultural-projects-for-development/course-description">https://www.itcilo.org/masters-programmes/master-in-world-heritage-and-cultural-projects-for-development/course-description</a>)</li> <li>• International Academy on Sustainable Development and UNESCO Designations <a href="https://www.academysd.net/">https://www.academysd.net/</a></li> </ul>

## 1.4.2. Designing educational activities to promote the city's cultural heritage in local schools



This measure plans to increase awareness among school students through **participation in formal and informal training activities**. Students go from mere spectators to active players through the implementation of school-work experience projects organised as part of the *Rolli Days*. The success of this measure also depends on the level of training of the trainers themselves, who will be called upon to explain issues that will then be examined more in depth through special exercises.

<b>Goal</b>	Education and training	
<b>Instruments</b>	<i>Educational instruments to promote the city's cultural heritage</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Passive training activities: lessons, guided tours</li> <li>Active training activities: onsite experiences through internships, school-work experience programmes</li> <li>Planning seminars, workshops, summer schools for the teaching staff of schools of every level, held by specialised professionals (university researchers, experts, architects, restorers)</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>School-work experience projects aimed at high school students within the context of the <i>Rolli Days</i></li> <li>Training projects aimed at schools' teaching staff preparatory to enhancement activities (e.g. <i>Rolli Days</i>)</li> </ul>
	<i>Target users</i>	<ul style="list-style-type: none"> <li>Students of local schools of every level</li> <li>School teaching staff</li> </ul>
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	The activity is coordinated by the managing entity with the involvement, within the context of consolidated agreements, of experts of the Genoa City Council, Superintendency, Palazzo Ducale Fondazione per la Cultura and University of Genoa, depending on the type of topic proposed
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Regional funds</li> <li>Funds of the Italian Ministry of Education, University and Research</li> <li>Funds of the European Union</li> </ul>
	<i>Criticalities</i>	-
<b>Competent body</b>	Genoa City Council in collaboration with the University of Genoa and <i>Palazzo Ducale Fondazione per la Cultura</i>	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Improved awareness among students of Genoa's cultural heritage</li> <li>Awareness of the importance of a UNESCO World Heritage Site for the city of Genoa</li> <li>Organisation by schools of practical experiences within the local cultural fabric</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of schools (students) involved in the activities/total number of schools</li> <li>Number of activities implemented per school type (level)/year compared with the previous year</li> <li>Measurement of knowledge acquired through multiple choice questionnaires at the end of each activity</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.4.3. Planning information campaigns regarding restoration work (open sites)
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>FAI - involvement of schools in organising the Spring and Autumn FAI Days, (<a href="https://www.fondoambiente.it/il-fai/grandi-campagne/giornate-fai-di-primavera/">https://www.fondoambiente.it/il-fai/grandi-campagne/giornate-fai-di-primavera/</a>)</li> <li>School activities organised by the La Venaria Reale Conservation and Restoration Centre (<a href="https://www.centrorestaurovenaria.it/servizi-educativi/visita-il-centro/attivita-le-scuole">https://www.centrorestaurovenaria.it/servizi-educativi/visita-il-centro/attivita-le-scuole</a>)</li> <li>MaB UNESCO Monviso Youth Camp (<a href="https://www.fondazioneasantagata.it/in-evidenza/mab-unesco-monviso-youth-camp-ii-edizione-luglio-2019/">https://www.fondazioneasantagata.it/in-evidenza/mab-unesco-monviso-youth-camp-ii-edizione-luglio-2019/</a>)</li> </ul>

### 1.4.3. Planning information campaigns regarding restoration work (open sites)



This measure involves organising **information and dissemination campaigns on the restoration work in progress within the Site**. A possible activity could be the organisation of "open restoration sites", to interact with visitors during restoration works. Such sites would welcome groups of visitors, offering them an unusual and unique view of the building.

These activities should be managed by a body/organisation/association capable of enhancing the informative nature of the restoration site and describing the restoration work to the public.

<b>Goal</b>	Education and training	
<b>Instruments</b>	<i>Instruments for education towards the city's cultural heritage</i>	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Establishment of a network of professionals, associations and bodies to involve in developing the measure</li> <li>Planning activities</li> </ul>
	<i>Activities underway</i>	Visits to restoration sites as part of the courses held at the Genoa college of building, offered by the Regional and Provincial authorities under the supervision of the Superintendency
	<i>Target users</i>	Tourists, residents, operators and professionals
<b>Feasibility</b>	<i>Implementation timeframe</i>	12-18 months
	<i>Resources</i>	In addition to the Superintendency's coordination, this measure requires the involvement of specialist resources to manage information and dissemination activities
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Regional funds</li> <li>Private contributions</li> <li>Funding from banking foundations</li> </ul>
	<i>Criticalities</i>	Development of different types of activities and their application to the most significant restoration works underway in the Site
<b>Competent body</b>	Superintendency	
<b>Territorial scope</b>	Core zone	
<b>Results</b>	<i>Expected results</i>	Greater circulation of information on restoration work and more widespread awareness of the measures underway to protect and preserve the Site
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of activities organised/year compared with the previous year</li> <li>Number of participants/year compared with the previous year</li> <li>Number of associations/entities involved/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.4.2. Designing educational activities to promote the city's cultural heritage in local schools
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>Restauri Aperti - Open Restoration Sites (<a href="https://www.restauriaperti.it/">https://www.restauriaperti.it/</a>)</li> <li>Aperti per Restauro (Open for Restoration), Villa Pisani di Stra (<a href="http://annoeeuropeo2018.beniculturali.it/eventi/aperti-restauro-cantiere-didattico/">http://annoeeuropeo2018.beniculturali.it/eventi/aperti-restauro-cantiere-didattico/</a>)</li> </ul>



## 1.4.4. Production of a handbook detailing methods of intervention in the case of building transformations and maintenance



This measure involves the production of a handbook detailing **methods of intervention in the case of building transformations within the Site** and procedures for the proper execution of restoration work, targeted at professionals and at the training activities of industry operators. Production of the handbook should include regular updates and innovative consultation methods.

<b>Goal</b>	Education and training	
<b>Instruments</b>	Vocational training	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Construction of an innovative means of dissemination of the handbook (e.g. an instrument that can be used online, with multiple choice questions for identifying the techniques to be used)</li> <li>Research and definition of contents</li> <li>Monitoring interventions and use of the handbook</li> </ul>
	<i>Activities underway</i>	Rollindagando project of the Genoa City Council, which involves drawing up maintenance guidelines (materials, elements, labour) based on information collected in the field and on the analysis of building dossiers and projects submitted
	<i>Target users</i>	Construction and restoration operators and professionals
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	Requires the involvement of resources internal to the institutions concerned in partnership with construction companies and professionals
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Funds of the European Union</li> <li>Training funds of professional orders/institutions</li> </ul>
	<i>Criticalities</i>	Implementing and updating the instrument
<b>Competent body</b>	Superintendency, in collaboration with the Genoa City Council and the University of Genoa	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Improved quality of restoration interventions</li> <li>Raised awareness on the conservation and protection of the buildings</li> <li>Positive consequences in terms of restoration-related training</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of consultations of the instrument published online/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.1. Drawing up a scheduled conservation plan 1.2.3. Planning training and awareness raising activities aimed at professionals and operators 1.2.4. Adopting an innovative structural monitoring system
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>La Venaria Reale Conservation and Restoration Centre (<a href="https://www.centrorestaurovenaria.it/">https://www.centrorestaurovenaria.it/</a>)</li> <li>S.Musso, Restoration Techniques, UTET</li> </ul>









## 8.2. Integrated measures of the DEVELOPMENT Action Plan

### GOAL 2.1. CULTURAL HERITAGE PROMOTION

Goal 2.1. *Cultural Heritage Promotion* includes measures requiring the following instruments:

- **Culture and tourism offering:** designing the integrated offering, monitoring the results and updating
- **Communication plan and city branding:** strategy to develop integrated Site promotion.

## 2.1.1. Scheduling innovative cultural activities to enhance the Site



This measure involves enhancing the *Palazzi dei Rolli*, the *Strade Nuove* and existing exhibition routes by **designing and scheduling cultural activities to be conducted both within the Palazzos and externally, in the streets and in the Site's public spaces**. In particular, the measure involves putting together a programme of highly innovative cultural activities and initiatives, with the aim of developing creative methods of enjoying and using the Site.

<b>Goal</b>	Cultural heritage promotion	
<b>Instruments</b>	Culture and tourism offering	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Designing activities in line with the characteristics of the complex</li> <li>• Establishment of collaborations with innovators (associations, companies, organisations, etc.)</li> <li>• Promotion and implementation of activities</li> <li>• Monitoring and managing customer satisfaction</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• International Festival of Chamber Music "Le Vie del Barocco" organised by the Collegium Pro Music association</li> <li>• See also point 1.3.4 for evening activities in particular areas of the city</li> <li>• Collaboration with Centro di Ricerca Unige and InfomusLab Casa Paganini for the development of new technologies applied to cultural heritage</li> </ul>
	<i>Target users</i>	Tourists, residents, innovators
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	The activity's financial sustainability is ensured by ticket proceeds and by collaboration with other institutions and local bodies supporting the organisation of events and activities.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> <li>• Management proceeds</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Implementation requires the establishment of external collaborations</li> <li>• Compatibility of planned activities with current exhibition routes</li> </ul>
<b>Competent body</b>	Genoa City Council in collaboration with the University of Genoa	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Qualitative and quantitative improvement and diversification of the cultural offering</li> <li>• Development of innovative projects within the Site</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of events organised/year compared with the previous year</li> <li>• Number of collaborations established/year compared with the previous year</li> <li>• Increase in number of visitors/previous year</li> <li>• Increase in number of return visitors/previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.2. Enhancing the UNESCO brand 2.1.5. Promotion and cultural enhancement of the UNESCO Site within the framework of the Plan for the communication and promotion of the tourism destination 2.2.2. Implementing innovative fruition projects based on new technologies
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Le Dimore del Quartetto (<a href="http://www.ledimoredelquartetto.eu/">http://www.ledimoredelquartetto.eu/</a>)</li> <li>• Private events organised by the George Peabody Library in Baltimore, USA (<a href="https://peabodyevents.library.jhu.edu/">https://peabodyevents.library.jhu.edu/</a>)</li> <li>• Concerts, conferences and exhibitions organised by the Royal Library of Copenhagen (<a href="http://www.kb.dk/en/dia/kalender/musik/index.html">http://www.kb.dk/en/dia/kalender/musik/index.html</a>)</li> <li>• Events organised by the Pinacoteca di Brera, Milan (<a href="https://pinacotecabrera.org/attivita/chi-e-burgmein/">https://pinacotecabrera.org/attivita/chi-e-burgmein/</a>)</li> <li>• Performances of the Dramatrà association (<a href="http://www.dramatra.it/">http://www.dramatra.it/</a>)</li> </ul>



## 2.1.2. Enhancing the UNESCO brand



In a perspective of local development increasingly relying on culture-based resources, the presence of a UNESCO Site can contribute significantly to enhancing local resources. Enhancing the UNESCO brand through promotion activities and by associating the brand with high quality events, services and products can have a significant impact both in financial terms and in terms of the Site becoming more recognisable.

The aim is to **promote the UNESCO brand as a factor underscoring the cultural, environmental and social quality of the territory and its related benefits**, according to a network logic and the sharing of resources. The measure works on three geographical scales: at the regional level, by collaborating with other Ligurian Sites, at the national level, by participating in initiatives and creating partnerships with other Sites, and at the international level, by means of specific collaborations and partnerships.

<b>Goal</b>	Cultural heritage promotion	
<b>Instruments</b>	Culture and tourism offering	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Creating UNESCO networks on various scales</li> <li>• Launching integrated services</li> <li>• National contacts and partnerships</li> <li>• International contacts and partnerships</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Tourists, residents, traders and cultural operators
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-30 months
	<i>Resources</i>	The activity requires the involvement of resources working in bodies involved in managing UNESCO Sites in the region of Liguria.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Private sponsors</li> <li>• Management proceeds</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Use of the UNESCO brand is a delicate matter, and must be done in line with UNESCO's specific indications</li> <li>• Possible appropriation of the brand by free-riders</li> </ul>
<b>Competent body</b>	Genoa City Council in collaboration with the Regional Authorities of Liguria and the University of Genoa	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	Enhancement of the UNESCO brand and network
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of partnerships launched/year compared with the previous year</li> <li>• Number of associated initiatives/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	3.2.1. Launching collaborations with national and international cultural institutions 3.2.2. Launching heritage monitoring and conservation collaborations with international research institutes and universities 3.2.3. Implementing trade agreements involving private investors
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Collaboration Protocol between Castilla y Leon and Norte Portugal</li> <li>• Systems of UNESCO Sites in the Regions of Campania and Veneto</li> <li>• Unitown (<a href="https://www.unitown.eu/">https://www.unitown.eu/</a>)</li> <li>• UNIVERSEUM European Academic Heritage Network (<a href="https://www.universeum-network.eu/">https://www.universeum-network.eu/</a>)</li> </ul>



### 2.1.3. Developing enhancement and promotion activities and events in the *Palazzi dei Rolli*



Events constitute a significant promotional instrument for the Site, an effective tool both for marketing and for bringing knowledge of the heritage involved to citizens and tourists alike.

In this regard, the *Palazzi dei Rolli* have for years been the hub of an important event, the *Rolli Days*. During these open days, the public is able to enjoy visiting a considerable number of *Palazzi*, presented in line with the most up to date scientific research, thanks to the work of science writers and explainers chosen by the Genoa City Council, the University of Genoa and Palazzo Ducale.

The *Rolli Days*, which will continue to take place, are an example of a successful event promoting and enhancing the Site, together with others that may be identified or planned in the future and involving the greatest number possible of public or private *Palazzi*.

Besides the more important events, every year the publicly owned *Palazzi dei Rolli* (particularly, but not exclusively, museums) and certain private *Palazzi* organise dozens of public-oriented events and activities (cultural events, concerts, educational activities, tourist offerings, promotions, etc.), all of which are planned in full autonomy and communicated through their own channels.

By way of integrated and coherent communications bearing references to the Site, this measure intends to create, within the core and the buffer zones, **activities and events linked to the Site**, both in terms of the contents, which must be coherent with universally recognised values, and in terms of the promotional approaches.

This measure can contribute to widening awareness of the capillary nature of the UNESCO heritage within the city's fabric and transmit the existence of a complex system which links the Site's *Palazzi* as part of a single network.





<b>Goal</b>	Cultural heritage promotion	
<b>Instruments</b>	Culture and tourism offering	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Coordinating the calendars of public events organised independently by individual <i>Palazzi dei Rolli</i></li> <li>Creating flexible guidelines for communicating membership of individual <i>Palazzos</i> in the UNESCO Site</li> <li>Monitoring participation and implemented activities</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li><i>Rolli Days</i>, with itineraries scheduled based on scientific research and aimed at enhancing - case by case - various aspects of the UNESCO Site</li> <li>Surveying and monitoring of the public (2019 <i>Rolli Days</i> - Unige)</li> <li>Guided tours organised by associations (including "Ghosts at the Palazzo" organised by Explora, and the cataloguing activities and tours organised by <i>Associazione delle Ville di Cornigliano</i>, etc.)</li> </ul>
	<i>Target users</i>	Citizens, schools, cultural associations, tourists
<b>Feasibility</b>	<i>Implementation timeframe</i>	12-18 months to coordinate the events of individual buildings 5 years for major events
	<i>Resources</i>	Resources internal to individual properties
	<i>Possible sources of funding</i>	The measure, at least at the start, may not require financing
	<i>Criticalities</i>	Overall coordination of activities and organisers Monitoring consistency of content in the activities organised
<b>Competent body</b>	Genoa City Council in collaboration with the University of Genoa and other entities (Italian Ministry of Cultural Heritage and Activities, Association of Private Owners)	
<b>Territorial scope</b>	Territorial system	
<b>Results</b>	<i>Expected results</i>	Development of a shared schedule of events in the Site
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of owners involved/total</li> <li>Number of events communicated using the methods laid down by the measure/total</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage 2.1.4 Promotion and cultural enhancement of the UNESCO Site 2.1.5 Plan to promote the Site's tourism and culture offering on a national and international scale 3.1.5. Scheduling the <i>Palazzi</i> openings and regular updates on the opportunities to visit private properties
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>The website of the "Venice and Lagoon" UNESCO site details the procedure to request the Site's patronage for activities with an "educational, scientific, cultural or artistic value"  <a href="http://www.veniceandlagoon.net/web/Sito_UNESCO/richiedi_patrocinio/">http://www.veniceandlagoon.net/web/Sito_UNESCO/richiedi_patrocinio/</a></li> <li>The website of the "Residences of the Royal House of Savoy" UNESCO Site has a calendar of the all events organised in the various residences</li> </ul>



## 2.1.4. Promotion and cultural enhancement of the UNESCO Site within the framework of the Plan for the communication and promotion of the tourism destination



The measure provides for the **drafting and implementation of a communication plan for the Site and historical city centre**, guaranteeing the integrated communication of initiatives, activities and projects implemented using the most innovative techniques and instruments. The communication plan should provide an in-depth analysis of the competitive scenario, the breakdown of the offering and the segmentation of demand. The measure can be undertaken only if specific, aimed funds are obtained.

The integrated communication and promotion activities relating to Genoa's UNESCO Site aim to:

1. improve and promote knowledge of the Site, among citizens and visitors alike, by building a shared narrative such as to enhance and augment understanding of the Site's identity;
2. define the perception and visibility of the Site as a cultural and touristic attractor, so as to be able to accurately profile target users (and consequently, the offering and any communication).

The communications will also be consistent with the principles of the UNESCO World Heritage Sustainable Tourism Toolkit and will integrate with the activities of Goals 2.1. Cultural Heritage Promotion and 2.2. Visitor Management.



<b>Goal</b>	Cultural heritage promotion	
<b>Instruments</b>	Communication plan and city branding	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Drafting a communication plan dedicated to the UNESCO Site, in coordination with the "Plan for the communication and promotion of the city as a tourism destination", drawn up annually by the Genoa City Council</li> <li>Designing dedicated communication activities for the social media, in line with the latest strategies and trends and with the available resources</li> <li>Revamping the website "rolliestradenuove", in line with latest trends in terms of usability, pleasantness and SEO, and translating it completely at least in English</li> <li>Creating informative and tourism-related multimedia contents for the Site and for digital communications</li> <li>Creating a campaign to launch the renewed site</li> <li>Monitoring and continuously updating communication activities</li> <li>Measuring/analysing, two years into the communication plan, the perception, reputation and web positioning of Genoa's UNESCO Site</li> <li>Activities to involve citizens, influencers and local micro-influencers</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>Genoa City Council: promotion of the UNESCO Site and of the <i>Rolli Days</i> on Visit Genoa</li> <li>Genoa City Council: activities to involve local influencers (Rolli Ambassador project, within the scope of the project URBACT Interactive Cities)</li> <li>Genoa City Council: Project URBACT Tourism Friendly Cities, Partners Genova (IT) leader, Cáceres (ES), Rovaniemi (FI), Dubrovnik Development Agency (DURA) (HR), Dún Laoghaire Rathdown County Council (IE), Venice, (IT), Druskininkai (LT), Gemeente Utrecht (NL), Krakow (PL), Braga (PT)</li> </ul>
	<i>Target users</i>	Residents and tourists (through profiling)
<b>Feasibility</b>	<i>Implementation timeframe</i>	30-36 months
	<i>Resources</i>	The activity will involve resources internal to the institutions concerned
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Public funds</li> <li>Private investment - Patronage</li> <li>Crowdfunding revenues</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>Ensuring the necessary resources both for starting-up and for consolidating the communication activities</li> <li>Regularly updating measures and instruments</li> </ul>
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Territorial system	
<b>Results</b>	<i>Expected results</i>	Increased visibility and the knowledge of Genoa's UNESCO Site and related activities
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Drafting an annual communication plan</li> <li>Number of digital and social communication activities launched and their results/total</li> <li>Renewal of the "rolliestradenuove" website</li> <li>Growth over time of the number of visits to the new site</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.5 Plan to promote the Site's tourism and culture offering 2.2.1. Tourist information office 2.2.4. Applying the instruments defined by the UNESCO World Heritage Sustainable Tourism Toolkit
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>Historic Royal Palaces</li> <li>Edinburgh (<a href="https://ewh.org.uk/">https://ewh.org.uk/</a>)</li> <li>Florence –(<a href="http://www.firenzepatrimoniomondiale.it">www.firenzepatrimoniomondiale.it</a>)</li> <li>Shoenbrunn Palace and park</li> </ul>

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### 2.1.5. Plan to promote the Site's tourism and culture offering on a national and international scale



This measure involves drafting a Plan to **promote the Site as a tourist attraction on a national and international scale**. Promotion and marketing activities must be coherent with the Site's identity and with the identification and profiling of the target audiences and markets.

Correct positioning, with its consequent definition of the tourism and culture offering, is essential for attracting quality tourists, interested in learning about and preserving the Site and not in consuming it. It is important to act coherently with the principles of sustainability, with awareness of the risks deriving from overtourism (in line with the UNESCO World Heritage Sustainable Tourism Toolkit). The tourism promotion measures will naturally be connected to the tourism products developed through the "Visitor Management" activities and will also be integrated with measure 2.1.4. concerning the Site's communication plan; such measures may include promoting online and offline press relations, digital marketing, the establishment of partnerships, and relations with industry operators.



<b>Goal</b>	Cultural heritage promotion	
<b>Instruments</b>	Communication plan and city branding	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Activities promoting national and international media relations with the general press (online and offline) and with the specialist press, in line with prioritised quality targets</li> <li>Establishment of national and international media partnerships</li> <li>Development of specific marketing and tourism promotion activities linked to events (e.g. <i>Rolli Days</i> - Rolli Experience)</li> <li>Establishment of partnerships with tour operators</li> <li>Participation in trade fairs and workshops, carefully selected after profiling the relevant target</li> <li>Establishment of partnerships with other destinations featuring UNESCO sites</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>Genoa City Council: promotion of the UNESCO Site and of the <i>Rolli Days</i> on Visit Genoa</li> <li>Genoa City Council: activities to involve local influencers (Rolli Ambassador project, within the scope of the project URBACT Interactive Cities)</li> <li>Genoa City Council: Project URBACT Tourism Friendly Cities, Partners Genova (IT) leader, Cáceres (ES), Rovaniemi (FI), Dubrovnik Development Agency (DURA) (HR), Dún Laoghaire Rathdown County Council (IE), Venice, (IT), Druskininkai (LT), Gemeente Utrecht (NL), Krakow (PL), Braga (PT)</li> </ul>
	<i>Target users</i>	<ul style="list-style-type: none"> <li>Local incoming operators</li> <li>Tour operators, web platforms and other national and international operators</li> <li>Public and private entities and local commercial operators involved in defining the tourism offering</li> <li>Offline and online media and communication operators</li> <li>Tourists</li> </ul>
<b>Feasibility</b>	<i>Implementation timeframe</i>	5 years
	<i>Resources</i>	The activity will involve resources internal to the institutions concerned
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Public funds</li> <li>Private sponsors</li> </ul>
	<i>Criticalities</i>	-
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Territorial system	
<b>Results</b>	<i>Expected results</i>	Growth of the Site as a destination for cultural tourism at the national and international level
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of press releases issued (online - offline. TV)/year</li> <li>Number of digital marketing activities relating to specific tourism products/year</li> <li>Number of participations in trade fairs and events/year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.3. Enhancing the UNESCO brand 2.1.4 Promotion and cultural enhancement of the UNESCO Site 2.2 Visitor management
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>Strategies for promoting Historic Royal Palaces (<a href="https://www.superunion.com/news/historic-royal-palaces/">https://www.superunion.com/news/historic-royal-palaces/</a>)</li> <li>City branding plan for the city of Hamburg (<a href="https://marketing.hamburg.de/homepage.html">https://marketing.hamburg.de/homepage.html</a>)</li> <li>City branding plan for the city of Lyon (<a href="http://www.onlylyon.com/">http://www.onlylyon.com/</a>)</li> </ul>



## 2.1.6. Mirabilia Project



This measure aims to pursue an activity undertaken by the Genoa Chamber of Commerce in connection with the project "Mirabilia – European Network of UNESCO Sites". The Site was inserted into this international network so as to **develop**, through an agreement signed annually by the Chambers of Commerce, **scheduled measures** targeted at **promoting Italian and international tourism**. The creation of an integrated tourist offering highlights and renders available the **links between areas which Unesco recognition has united from a tourism-related, cultural and artistic standpoint**, and increases promotional activities and levels of awareness among the greater public.

<b>Goal</b>	Cultural heritage promotion	
<b>Instruments</b>	Communication plan and city branding	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Annual renewal of the agreement</li> <li>Application to host locally a delegation of buyers present at the B2B meetings</li> <li>Development of scheduled actions</li> </ul>
	<i>Activities underway</i>	8 editions of the "Borsa del Turismo Culturale", an annual touring event to match large international tourism buyers with territories hosting UNESCO Sites
	<i>Target users</i>	Institutions, tourism promotion agencies and bodies, tour operators, companies, consortia and business networks operating in the tourism sector
<b>Feasibility</b>	<i>Implementation timeframe</i>	6-12 months
	<i>Resources</i>	The measure is entirely financed by Unioncamere Nazionale and 16 Chambers of Commerce participating in the network, including the Genoa Chamber of Commerce
	<i>Possible sources of funding</i>	Funds of the European Union
	<i>Criticalities</i>	As participation of the various Chambers of Commerce may vary year by year and as a result of a post-reform grouping of various Chambers of Commerce, it is difficult to design and consolidate itineraries linking the various UNESCO sites concerned
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Territorial System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Creation of national tourism-related, artistic and cultural itineraries promoted through a common brand</li> <li>Integrated activities to support and promote territories</li> <li>Development of technological applications</li> </ul>
	<i>Monitoring indicators</i>	Number of buyers and sellers (firms and territories) involved annually in the "Borsa del Turismo Culturale"
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.3. Enhancing the UNESCO brand 2.1.4 Promotion and cultural enhancement of the UNESCO Site 3.2.3. Implementation of trade agreements involving investors
	<i>Best practices</i>	-





## GOAL 2.2. VISITOR MANAGEMENT

Goal 2.2. *Visitor management* includes measures requiring the following instruments:

- **Fruition instruments:** set of instruments to promote touristic, cultural and recreational flows;
- **Visitor management plan:** studying, monitoring and management of visitor flows at the Site to manage their impact and ensure a high quality tourist experience.

## 2.2.1. Tourist Information Office: measure to promote products and services associated with the UNESCO Site



Strengthening the unified and integrated promotion of services and operators through tourist information offices is an essential means of **communicating an image of the city and of the territory in which the Site occupies a prominent position** in terms of its cultural offering.

<b>Goal</b>	<i>Visitor management</i>	
<b>Instruments</b>	Fruition instruments	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Conducting a census of the cultural activities promoted at the local and regional level in order to determine whether and how to unify and integrate the services offered</li> <li>Offering guidance activities for those involved in developing the tourism and cultural offering at the local level (City Council, Chamber of Commerce) and at the regional level, in order to offer integrated products</li> <li>Organising more front-office activities aimed at attracting and directing a greater number of users towards cultural offerings that enhances the UNESCO Site in a targeted manner and not only on special occasions (e.g. Rolli Days)</li> </ul>
	<i>Activities underway</i>	2006 Management Plan: this envisaged the establishment of a reception and information office, which however was never opened
	<i>Target users</i>	Tourists, hikers, residents
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	Implementation is ensured by the coordinated efforts of the various tourism, cultural heritage and marketing offices of the Genoa City Council, which, where useful, will also collaborate with Palazzo Ducale and with the Chamber of Commerce
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Local funds (Genoa City Council, Chamber of Commerce)</li> <li>Funds of the European Union</li> </ul>
	<i>Criticalities</i>	Coordinating with activities already underway, promoted by different entities within the framework of a common action
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	Communications relating to the city's cultural and tourist offering in which the UNESCO Site is enhanced throughout the year and not only during specific events (e.g. Rolli Days)
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of requests for integrated services</li> <li>Degree of satisfaction with integrated services, determined through multiple choice customer satisfaction questionnaires</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.4. Promotion and cultural enhancement of the UNESCO Site within the framework of the Plan for the communication and promotion of the tourism destination 2.1.5. Plan to promote the Site's tourism and offering on a national and international scale 2.2.2. Implementing innovative fruition projects based on new technologies 2.2.3. Creating differentiated Site fruition products
	<i>Best practices</i>	-



## 2.2.2. Implementing innovative fruition projects based on new technologies



This measure involves strengthening fruition methods and visiting arrangements through the creation of variable and flexible itineraries and narratives. The measure provides for the indication and identification of **new Site fruition methods, adopting innovative technologies as tools for visiting and getting to know the city.** The measure could be developed in collaboration with innovative local companies or emerging start-ups, which would contribute towards its fulfilment, improving the quality of Site visiting and the management of tourist flows. The measure pays particular attention to the entire cycle of the visiting experience, **from designing to communicating and managing the same, taking into account issues such as accessibility, so as to offer an experience that closely responds to the cultural needs of potential visitors.**

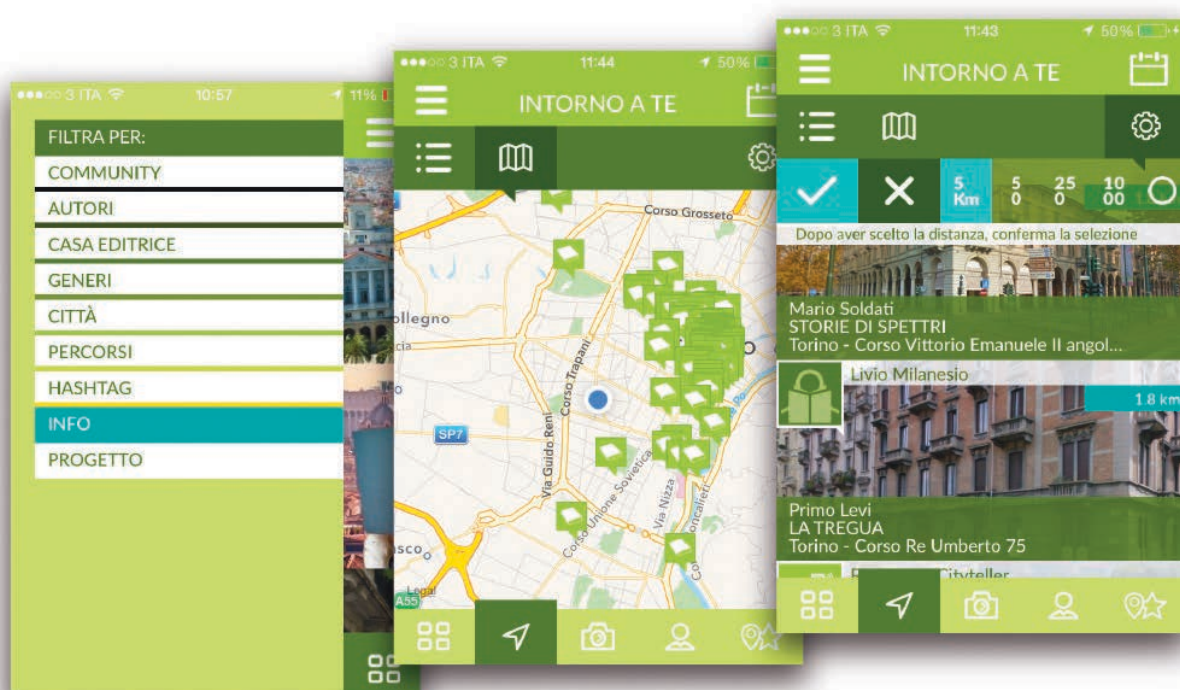


Figure 21. Interface of the City Teller app

Source: <http://www.cityteller.it/>



<b>Goal</b>	<i>Visitor management</i>	
<b>Instruments</b>	Fruition instruments	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Study of tourist flows and search for new narratives</li> <li>• Executive design of interventions</li> <li>• Public-private partnerships for managing the projects and services generated</li> <li>• Promotion and management</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Development of virtual guided tours, using Nearby technologies and Bluetooth beacons, in the University of Genoa buildings forming part of the UNESCO Site, in collaboration with the Genoa-based company Madein.it</li> <li>• 2 University of Genoa research grants, funded by the European Social Fund, dedicated to an app for the Balbi-Annunziata monuments, 2013-2014</li> </ul>
	<i>Target users</i>	Tourists, hikers, cultural associations
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-30 months
	<i>Resources</i>	The activity will involve collaborations with local businesses, start-ups and/or private investors.
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Private investments</li> <li>• Commercial revenues</li> </ul>
	<i>Criticalities</i>	Project coordination
<b>Competent body</b>	Genoa City Council in collaboration with the University of Genoa	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Enhancement of tours relating to the Site and improved fruition of same</li> <li>• Expanding and diversifying the target audience</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of projects launched/year compared with the previous year</li> <li>• Number of users/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.2.3. Creating differentiated Site fruition products 2.2.4. Applying the instruments defined by the UNESCO World Heritage Sustainable Tourism Toolkit
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• City teller (<a href="http://www.cityteller.it/">http://www.cityteller.it/</a>)</li> <li>• The Great Palermo project (<a href="https://www.wearemesli.it/palermo">https://www.wearemesli.it/palermo</a>)</li> <li>• Performances of the Dramatrà association (<a href="http://www.dramatra.it/">http://www.dramatra.it/</a>)</li> <li>• "Beyond Bruegel" multimedia show at Palais de la Dynastie, Brussels (<a href="https://beyondbruegel.be/">https://beyondbruegel.be/</a>)</li> </ul>

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### 2.2.3. Creation of differentiated Site fruition products



Differentiating **Site visiting packages** favours the **integrated enhancement of other packages already on offer within the framework of the urban area**. Said packages, targeting different audiences (adults, adults with children, school groups of different ages and levels, senior citizens, etc.), are mostly based on organised tours, but also offer the possibility of organising free visits within such organised tours. It is also planned to organise themed tours which are also in line with other events taking place in the city within a certain period of time. As regards tour packages which include organised routes, the aim is to enlarge them by including a greater number of *Palazzi* than is at present the case.



<b>Goal</b>	<i>Visitor management</i>	
<b>Instruments</b>	Fruition instruments	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Development of packages integrating the local cultural and tourism offering</li> <li>• Development of packages taking into account particular cultural and tourism activities scheduled and linked with specific events</li> <li>• Development of packages taking into account the needs of different target audiences (adults, children, schools, senior citizens, etc.)</li> <li>• Development of itineraries taking into account the possibility of visiting private properties throughout the year (see 3.1.5)</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• 2006 Management Plan: systematic organisation of bilingual guided tours (Italian, English and French during the <i>Rolli Days</i>)</li> <li>• Bilingual app (free) proposing a Rolli itinerary</li> <li>• Audio guide of the historical city centre produced in 8 languages and encompassing the Rolli</li> </ul>
	<i>Target users</i>	Tourists, hikers, residents, cultural associations
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-30 months
	<i>Resources</i>	Implementation is ensured by the coordinated efforts of the various tourism, cultural heritage and marketing offices of the Genoa City Council, which, where useful, will also collaborate with Palazzo Ducale and with the Chamber of Commerce
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Local funds (City Council, Chamber of Commerce)</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Integrating the tour packages proposed with the existing offering for the entire urban area</li> <li>• Drawing up agreements with <i>Associazione dei Rolli della Repubblica Genovese</i> to open a greater number of building also outside of extraordinary events</li> </ul>
<b>Competent body</b>	Genoa City Council in collaboration with <i>Palazzo Ducale Fondazione per la Cultura</i> and the University of Genoa	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Reaching new audiences</li> <li>• Involvement of an increasing number of owners</li> <li>• Creation of a diversified offering, also as a result of organising extraordinary/occasional events</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of itineraries proposed/total</li> <li>• Number of visits per type of itinerary/year compared with the previous year</li> <li>• Degree of satisfaction, determined through customer satisfaction questionnaires with closed-ended questions</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.1. Scheduling innovative cultural activities to enhance the Site 2.1.6. Mirabilia Project 2.2.1. Tourist Information Office: measure to promote products and services associated with the UNESCO Site 2.2.2. Implementing innovative fruition projects based on new technologies 3.1.5. Scheduling the <i>Palazzi</i> openings and regular updates on the opportunities to visit private properties
	<i>Best practices</i>	Historical city centre of Vienna, <a href="https://www.wien.info/it/sightseeing/sights/cultural-heritage">https://www.wien.info/it/sightseeing/sights/cultural-heritage</a>



## 2.2.4. Applying the instruments defined by the UNESCO World Heritage Sustainable Tourism Toolkit



This measure applies the criteria laid out in the guidelines of the UNESCO WH Sustainable Tourism Toolkit in terms of managing the Site's tourist flows.

<b>Goal</b>	<i>Visitor management</i>	
<b>Instruments</b>	Visitor management plan	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Definition of projects starting from the guidelines</li> <li>• Implementation of projects</li> <li>• Monitoring</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Tourists, residents
<b>Feasibility</b>	<i>Implementation timeframe</i>	5 years
	<i>Resources</i>	The measure is to be implemented with the support of specialised professionals
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	-
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Management of tourist flows</li> <li>• Definition of a sustainable tourism system</li> </ul>
	<i>Monitoring indicators</i>	Number of projects implemented
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	The measure is inter-connected with the measures of Goals 2.1. Cultural Heritage Promotion and 2.2. Visitor Management
	<i>Best practices</i>	Case studies detailed in the Toolkit guidelines









## GOAL 2.3. BUSINESS DEVELOPMENT AND TRADE PROMOTION

Goal 2.3. *Business Development and Trade Promotion* includes measures requiring the following instruments:

**Programmes supporting creative industries in the historical city centre:** programmes supporting the development of cultural and creative industries in the historical city centre.

## 2.3.1. Mapping unused spaces in the historical city centre



The aim of this **measure is to develop greater knowledge of areas of the old town which could possibly be occupied by new enterprises, whether commercial or otherwise, or by new cultural concerns.** Acting on a mapping that can be updated over time, local bodies and private concerns will be encouraged and facilitated in defining new forms of use and employing these areas for new enterprises underpinning development of the old centre.

<b>Goal</b>	Business development and trade promotion	
<b>Instruments</b>	Programmes supporting creative industries in the historical city centre	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Creation of a system to collect data (open data) and mapping criteria (in agreement with the Genoa City Council - Town Planning Directorate)</li> <li>• Identification of parties responsible for mapping and for the operating team</li> <li>• Mapping</li> <li>• Sharing results on the City Council's Geoportal</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Public invitation to tender of the City Council: MaddaOltre Creative District</li> <li>• Forget Heritage European Invitation to Tender</li> <li>• "Riprendiamoci gli Spazi", Genoa City Council</li> </ul>
	<i>Target users</i>	Local authorities, associations, private entities
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-30 months
	<i>Resources</i>	This measure could be developed through University research projects
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	-
<b>Competent body</b>	University of Genoa	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	Greater awareness of resources in terms of the Site's public/private spaces
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of buildings and/or spaces mapped/year compared with the previous year</li> <li>• Number of applications/projects for the use of spaces/total mapped spaces</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.3.3. Planning grants to support new businesses in the historical city centre 1.1.2. Implementing the Geoportal 1.2.2. Implementing a plan to promote urban cleanliness and attractiveness 1.3.4. Launching entertainment projects and innovative use of urban spaces
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Map and networks relating to temporary and creative reuse (<a href="http://www.osservatorioriuso.it/link">http://www.osservatorioriuso.it/link</a>)</li> <li>• Immoi project for unused spaces (<a href="https://immoi.org/1782-2/">https://immoi.org/1782-2/</a>)</li> <li>• Project concerning abandoned spaces (<a href="https://www.spaziindecisi.it/il-progetto-spazi-indecisi/">https://www.spaziindecisi.it/il-progetto-spazi-indecisi/</a>)</li> </ul>



## 2.3.2. Planning grants to support new businesses



In furtherance of the "Città di Genova" project supporting the creation of new businesses in the old town, this measure proposes enlarging and enriching said project, the intention being to render it more efficient and of lasting effect. **The plan to sustain economic activities within the old town** is targeted, on the one side, at existing concerns, such as the city's network of historical boutiques, while on the other, it aims to promote the establishment of innovative cultural and creative concerns within the old city area.

To sum up, this measure sets out to give rise to a programme of incentives to accompany the start-up of new concerns and to enhance existing ones.

<b>Goal</b>	Business development and trade promotion	
<b>Instruments</b>	Programmes supporting creative industries in the historical city centre	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Design of a system of incentives and development of regulations regarding access and use</li> <li>• Monitoring the use of same</li> <li>• Designing support activities</li> <li>• Launch of training and continuing education activities</li> <li>• Promotion of activities and of productions</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Public invitation to tender of the City Council: MaddaOltre Creative District</li> <li>• Understanding between the Region of Liguria and the Genoa City Council (Legislative Decree no. 222 of 25/11/2016 and Legislative Decree No. 42 of 22/01/2004, Article 52)</li> <li>• Forget Heritage European Project; innovative models for managing abandoned historical sites through the establishment of cultural and creative businesses</li> <li>• Invitation to tender for the assignment of premises in the historical city centre to neighbourhood shops and craft businesses</li> </ul>
	<i>Target users</i>	Commercial and cultural organisations
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	This measure could be developed through University research projects or collaborations with private foundations
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	Difficulty in achieving long-term effects
<b>Competent body</b>	Genoa City Council in collaboration with the Chamber of Commerce	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	Greater presence of cultural and commercial businesses within the Site
	<i>Monitoring indicators</i>	Number of projects implemented
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.3.1. Mapping unused spaces in the historical city centre
	<i>Best practices</i>	Capacity building programme within the framework of the ORAI invitation to tender by <i>Compagnia di San Paolo</i>





## 8.3. Integrated measures of the CONNECTIONS Action Plan

### GOAL 3.1. ACCESSIBILITY

Goal 3.1. *Accessibility* includes measures requiring the following instruments:

- **Smart mobility:** systems to improve the efficiency and cost-effectiveness of transport (with reference to the Sustainable Mobility Urban Plan of the Metropolitan City of Genoa);
- **Narrative and storytelling strategies:** methods of (tangible and intangible) cultural heritage interaction, with the possibility of exploring different levels of knowledge of the Site.

### 3.1.1. Supporting cycling mobility in the historical city centre



This measure aims to facilitate and **support cycling mobility, as envisaged by the Sustainable Mobility Urban Plan of the Metropolitan City of Genoa**. Activities will be planned in such a way as to support the Plan's provisions: strengthening of dedicated infrastructures; encouragement of daily use by rewarding virtuous behaviour, etc. The envisaged network of paths may be strengthened with services connected with the Site's main attractions (park and ride facilities with public transport connections, rental of power-assisted bicycles, subsidised tickets for the Site's network of museums, etc.).

<b>Goal</b>	Accessibility	
<b>Instruments</b>	Smart Mobility	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Identification of suitable bike paths for better Site fruition, integrated with the measures envisaged by the Sustainable Mobility Urban Plan</li> <li>• Adaptation of existing infrastructure</li> <li>• Design and creation of dedicated services to support bike paths</li> <li>• Promotion and implementation of incentive systems (museum ticket + bike rental)</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Treecycle project</li> <li>• E-bike paths sponsored by IrenGo during the <i>Rolli Days</i></li> </ul>
	<i>Target users</i>	Tourists and citizens moving about within the Site, people residing in the Site
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	The activity will involve the mobility management resources provided for by the Sustainable Mobility Urban Plan, in collaboration with private companies interested in developing sustainable mobility
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Sponsorship by private entities</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>• Connecting the projects relating to the Site with the infrastructure network of the city of Genoa.</li> <li>• Actual use of the service by residents and tourists</li> </ul>
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	Use of cycling mobility as a Site fruition method
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of bike paths created/year</li> <li>• Number of dedicated services set up/year</li> <li>• Number of users of the service/year</li> <li>• Number of incentive systems launched/year compared with the previous year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	3.1.2. Encouraging shared mobility systems 3.1.3. Developing smart transport systems in the historical city centre
	<i>Best practices</i>	Monument Trail, Amsterdam ( <a href="http://cycleamsterdam.com/monument-trail/">http://cycleamsterdam.com/monument-trail/</a> )



## 3.1.2. Encouraging shared mobility systems



This measure involves **planning systems to promote the use of shared mobility** (car sharing, bike sharing, ride sharing, etc.), as envisaged by the Sustainable Mobility Urban Plan of the Metropolitan City of Genoa. Specifically, the aim is to improve mobility within the historical city centre, while also improving connections with the outskirts of the city. This may include a rewarding system to promote virtuous behaviour, integrating the *Green Passengers* programme developed by the Metropolitan City that subsidises the purchase of other transport services or other municipal services.

<b>Goal</b>	Accessibility	
<b>Instruments</b>	Smart Mobility	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Designing shared mobility systems to connect the historical city centre</li> <li>• Promotion and communication</li> <li>• Planning incentive systems</li> <li>• Monitoring the use of services</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• E-bike paths sponsored by IrenGo during the <i>Rolli Days</i></li> <li>• Electric car sharing by Axpo Italia</li> <li>• "Jobjob colleghiamo Genova", corporate carpooling for commuters</li> </ul>
	<i>Target users</i>	Citizens
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	The activity will involve the mobility management resources provided for by the Sustainable Mobility Urban Plan
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Sponsorship by private entities</li> </ul>
	<i>Criticalities</i>	Actual use of the service by residents and tourists
<b>Competent body</b>	Metropolitan City	
<b>Territorial scope</b>	Territorial system	
<b>Results</b>	<i>Expected results</i>	Optimising mobility in the urban area
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of shared mobility systems launched in the historical city centre/year</li> <li>• Number of users of the service/year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	3.1.1. Supporting cycling mobility in the historical city centre 3.1.3. Developing smart transport systems in the historical city centre
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Blue Torino (<a href="https://www.bluetorino.eu/">https://www.bluetorino.eu/</a>)</li> <li>• Maven (<a href="https://www.maven.com/us/en/">https://www.maven.com/us/en/</a>)</li> <li>• Lime Bike (<a href="https://www.li.me/">https://www.li.me/</a>)</li> <li>• TOBike (<a href="http://www.tobike.it/default.aspx">http://www.tobike.it/default.aspx</a>)</li> </ul>

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Figure 22. Bluemobility car sharing project in Turin

Source: <https://www.bluetorino.eu/>

### 3.1.3. Developing smart transport systems in the historical city centre



This measure supports the provisions of the Sustainable Mobility Urban Plan of the Metropolitan City of Genoa in terms of smart transport systems. Specifically, the measure addresses **the management of goods transport, emergencies and accidents** within the Site and within the historical city centre in general.

<b>Goal</b>	Accessibility	
<b>Instruments</b>	Smart Mobility	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Designing smart systems to manage goods transport, emergencies and accidents</li> <li>• Communication to and training of operators concerned with using such systems</li> <li>• Monitoring the effectiveness of such systems</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Private entities with and without businesses within the historical city centre
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-36 months
	<i>Resources</i>	The activity will involve the mobility management resources provided for by the Sustainable Mobility Urban Plan
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Sponsorship by private entities</li> </ul>
	<i>Criticalities</i>	Communication and involvement of operators
<b>Competent body</b>	Metropolitan City in collaboration with the Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	Improved management of goods transport, emergencies and accidents
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of projects launched/year</li> <li>• Data resulting from monitoring the effectiveness of the systems</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	3.1.1. Supporting cycling mobility in the historical city centre 3.1.2. Encouraging shared mobility systems
	<i>Best practices</i>	Luccaport, Lucca ( <a href="https://www.smau.it/firenze14/success_stories/luccaport-ottimizzazione-della-logistica-per-la-qualita-del-centro-cittadino/">https://www.smau.it/firenze14/success_stories/luccaport-ottimizzazione-della-logistica-per-la-qualita-del-centro-cittadino/</a> )

### 3.1.4. Implementation of the Plan for the Removal of Architectural Barriers



This measure aims to **facilitate and support access** to the UNESCO Site, based on the principle that planning accessible spaces and services requires environments that encourage the inclusion of people with disabilities and at the same time guarantee better quality of life for everyone.

Guidelines are currently being drawn up to implement the Genoa City Council's Plan for the Removal of Architectural Barriers (PRAB). The PRAB is a management and planning instrument that sets out to guarantee the right to mobility, in particular for people with disabilities, as part of the measures designed to improve the city's sustainable development. Accessibility is not regarded as a sectoral policy; instead, it concerns the quality and efficiency of the territory, with "barriers" meaning all those elements that restrict people's access to urban goods or services. The aim is to ensure the same level of dignity and service for all citizens, catering to the needs of the disabled, the frail and an increasing number of elderly people. **The activities envisaged will be planned in such a way as to build a network centring around the issues of inclusion and universal design** so as to put people first and create a truly inclusive city.

<b>Goal</b>	Accessibility	
<b>Instruments</b>	Smart Mobility	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Identification, for each individual municipality, of the main buffer zone sites on which to operate;</li> <li>• Specific study within the historical city centre to identify criticalities relating to the areas encompassed in the UNESCO Site;</li> <li>• Study of the impact of alternative forms of mobility on visiting the Genoa City Council's cultural heritage;</li> <li>• Identification of priority actions to be included in the PRAB.</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Redevelopment of mobility routes</li> <li>• Identification of the areas to be included in the census</li> </ul>
	<i>Target users</i>	Residents and tourists, paying particular attention to the needs of the disabled, the elderly and the frail.
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	The activity will involve resources internal to the competent body
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public funds</li> <li>• Funds of the European Union</li> <li>• Sponsorship by private entities</li> </ul>
	<i>Criticalities</i>	Unprofitable comparison with other competent bodies in the territory.
<b>Competent body</b>	Genoa City Council	
<b>Territorial scope</b>	Urban System	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Increased usability of routes and events</li> <li>• Improved wellbeing and quality of life for all, in particular for the disabled, the elderly and the frail</li> <li>• Promoting full fruition of the built environment and better liveability for all</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Accurate and timely detection of criticalities to be addressed</li> <li>• Number of accessible events within the buffer zone</li> <li>• Number of public services that can be used independently</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	3.1.3 Developing smart systems in the historical city centre
	<i>Best practices</i>	Italy's National Institute of Urban Planning( <a href="http://www.inu.it/citta-accessibili-a-tutti/">www.inu.it/citta-accessibili-a-tutti/</a> )



### 3.1.5. Scheduling the Palazzi openings and regular updates on the opportunities to visit private properties



Scheduling **the opening of more Palazzi throughout the year**, based on an annual schedule, not only increases visits, but also provides new family stories, for a diversified storytelling experience aimed at a diversified audience. This is an audience of new and old users seeking different experiences.

<b>Goal</b>	Accessibility	
<b>Instruments</b>	Narrative and storytelling strategies	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>Annual scheduling of private <i>palazzi</i> openings to organise the schedule of visits</li> <li>Organisation of differentiated packages on the basis of the schedule of openings (see 2.2.3)</li> <li>Development of storytelling experiences involving the stories of the families who own the private <i>palazzi</i></li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>Extraordinary openings during the <i>Rolli Days</i></li> <li>Project by the University of Genoa for the scheduled opening and guided tours, from 2020, of its UNESCO <i>palazzi</i></li> </ul>
	<i>Target users</i>	Tourists, hikers, residents
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	Owners' investment, in terms of time and/or money, to open the <i>palazzi</i> ; this could be overcome by introducing an entrance fee or by arranging special agreements with the public properties
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>Local funds</li> <li>Funds of the European Union</li> <li>Entrance fees</li> </ul>
	<i>Criticalities</i>	<ul style="list-style-type: none"> <li>Drawing up agreements with <i>Associazione dei Rolli della Repubblica Genovese</i> to open a greater number of building also outside of extraordinary events</li> <li>Practical problems related to surveillance, cleaning, etc.</li> </ul>
<b>Competent body</b>	Genoa City Council, in collaboration with the Superintendency, University of Genoa	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>Increase in and diversification of the cultural offering strictly connected to the Site</li> <li>Possibility of expanding packages/itineraries with the inclusion of new <i>palazzi</i></li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>Number of openings planned over and above the <i>palazzi</i> that can always be visited or are in any case accessible/year</li> <li>Number of owners willing to schedule further openings/total</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.2.2. Implementing innovative fruition projects based on new technologies 2.2.3. Creating differentiated Site fruition products
	<i>Best practices</i>	Parco Appia Antica ( <a href="https://www.parcoappiaantica.it/">https://www.parcoappiaantica.it/</a> )

### 3.1.6. Implementation of a project for the shared development of a new and unusual narrative involving the Genoese Site



This measure involves the **shared development of a new narrative** of the history of the *Palazzi dei Rolli* and of the families who built them, within the fascinating framework of the history of the Republic of Genoa – micro-stories, complete with unusual or curious anecdotes on the lives of past or present personalities, which speak to the general public of locals and tourists alike, delivered in non-academic but emotional and immersive tones.

Narratives of this kind also help to **build a sense of belonging in the local community**. The continuation of a school project begun by Palazzo Ducale might offer the opportunity to broaden the audience of users involved.

<b>Goal</b>	Accessibility	
<b>Instruments</b>	Narrative and storytelling strategies	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Involvement of current owners in the narrative project</li> <li>• Identification of a set of "stories" relating to the Site</li> <li>• Actions to involve citizens and schools: "Experiencing the <i>Palazzi dei Rolli</i> today"</li> </ul>
	<i>Activities underway</i>	<ul style="list-style-type: none"> <li>• Project already developed by Palazzo Ducale (2017)</li> <li>• Activities to involve citizens and local influencers (Rolli Ambassador project, within the scope of the project URBACT Interactive Cities)</li> <li>• Informative guidebook published by De Ferrari</li> </ul>
	<i>Target users</i>	Tourists, residents, schools
<b>Feasibility</b>	<i>Implementation timeframe</i>	24-30 months
	<i>Resources</i>	Palazzo Ducale could coordinate a narrative project involving the Site's more unusual aspects, supported by schools and by the University to devise the actual plots and stories
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Local funds</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	Arrange a shared moment with all the owners to discuss the execution of the project
<b>Competent body</b>	Palazzo Ducale Fondazione per la Cultura in collaboration with the Genoa City Council	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Greater awareness of the history of the <i>Rolli</i></li> <li>• Acquisition of information on the lesser known palazzi</li> <li>• Fuelling curiosity about the lesser known palazzi which can be explored from various points of view</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of newly visitable palazzi/total involved in the project</li> <li>• Actions/year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.4 Promotion and cultural enhancement of the Site 2.1.5. Plan to promote the Site's tourism and cultural offering on a national and international scale 2.2.2. Implementing innovative fruition projects based on new technologies 2.2.3. Creating differentiated Site fruition products
	<i>Best practices</i>	-



## GOAL 3.2. PARTNERSHIPS

Goal 3.2. *Partnerships* includes measures requiring the following instruments:

- **Partnerships:** creation of regional, national and international partnerships;
- **Fundraising systems:** diversified funding in terms of type of sponsor (public/private) and scale (local, national, European, international).

### 3.2.1. Launching collaborations with national and international cultural institutions



This measure involves promoting activities and initiatives in partnership between the Site and the region's cultural institutions, in particular those of the city of Genoa, so as to **enhance the historical, functional and cultural relations** between the Site, the city and the territory.

Moreover, it would be useful to start collaborating with other regional territories, such as other UNESCO sites or other cities (e.g. Milan and Turin), so as to broaden the tourist offering and propose new forms of cultural fruition. Developing a national and international network could foster the joint promotion of cultural and scientific exchange and the interception of significant international tourist flows. This measure also includes the establishment and maintenance of relations with active and existing international networks of University owned UNESCO buildings (UniTown) and with academic heritage networks (UNIVERSEUM).

<b>Goal</b>	Strategic positioning	
<b>Instruments</b>	Partnerships	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Liaising and developing initiatives in partnership</li> <li>• Structuring itineraries and promotions</li> <li>• Continuous updates</li> </ul>
	<i>Activities underway</i>	Unige: international UNIVERSEUM and UNITOWN networks (see point 1.1.5)
	<i>Target users</i>	Tourists and residents
<b>Feasibility</b>	<i>Implementation timeframe</i>	30-36 months
	<i>Resources</i>	Resources are supported by partnerships and by the various cultural institutions involved
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public and private funds</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	Difficulty involving other cultural institutions in a common project
<b>Competent body</b>	Genoa City Council in collaboration with the Regional Authorities of Liguria and the University of Genoa	
<b>Territorial scope</b>	Territorial system	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Enhanced relations between the Site and the main cultural institutions in the region</li> <li>• Inclusion of the Site in international cooperation networks and projects</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of partnerships launched or initiatives promoted/year</li> <li>• Number of international projects launched/year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.1. Scheduling innovative cultural activities to enhance the Site 3.2.2. Launching heritage monitoring and conservation collaborations with international research institutes and universities
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• MITO, international classical music festival offering a busy concert schedule in the cities of Milan and Turin (<a href="http://www.mitosettembremusica.it/it">www.mitosettembremusica.it/it</a>)</li> <li>• Historic Royal Palaces</li> <li>• Chambord</li> <li>• Royal Palace of Aranjuez</li> </ul>



### 3.2.2. Launching heritage monitoring and conservation collaborations with international research institutes and universities



This measure involves inaugurating collaboration projects with research bodies and universities on an international level regarding the monitoring and preservation of the historic heritage, with the aim of **increasing awareness of such local heritage, exchanging knowledge and best practices and improving interventions on the Site.**

<b>Goal</b>	Strategic positioning	
<b>Instruments</b>	Partnerships	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Identification of the reference entities</li> <li>• Definition of a mutual research plan</li> <li>• Start of activities</li> <li>• Dissemination of research activities</li> <li>• Inserting the research results in the Site management practices</li> </ul>
	<i>Activities underway</i>	Unige: see activities 1.1.5 and 3.2.1
	<i>Target users</i>	Researchers and operators
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	International partnerships of the various institutions involved
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Public and private funds</li> <li>• Funds of the European Union (e.g. Horizon 2020)</li> </ul>
	<i>Criticalities</i>	Long research times may not be aligned with the Site's operational requirements
<b>Competent body</b>	University of Genoa in collaboration with the Genoa City Council	
<b>Territorial scope</b>	Old Town	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Inclusion of the Site in international research networks and projects</li> <li>• Improvement in the methods of intervention on the Site</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of collaborations launched/year</li> <li>• Number of international projects launched/year</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	1.2.1. Drawing up a scheduled conservation plan 1.2.4. Adopting an innovative structural monitoring system 3.2.1. Launching collaborations with national and international cultural institutions
	<i>Best practices</i>	<ul style="list-style-type: none"> <li>• Heriland: Cultural Heritage and the Planning of European Landscapes (<a href="https://www.heriland.eu/">https://www.heriland.eu/</a>)</li> <li>• European Royal Residences Network (<a href="http://www.europeanroyalresidences.eu/">http://www.europeanroyalresidences.eu/</a>)</li> </ul>

### 3.2.3. Implementing trade agreements involving private investors



This measure targets **private investor participation so as to further the development of Site activities, and its maintenance**. This involves a somewhat complex manoeuvre, as fundraising in Italy is at an early stage, particularly when concerning the support and development of cultural activities. Such fundraising, however, could represent an important element of strategic support.

<b>Goal</b>	Strategic positioning	
<b>Instruments</b>	Fundraising systems	
<b>Description</b>	<i>Activities</i>	<ul style="list-style-type: none"> <li>• Raising the awareness of private investors through trade agreements</li> <li>• Presentation of projects to support concrete actions and initiatives aimed at enhancing the Site</li> </ul>
	<i>Activities underway</i>	-
	<i>Target users</i>	Public and private owners of the <i>Palazzi</i>
<b>Feasibility</b>	<i>Implementation timeframe</i>	18-24 months
	<i>Resources</i>	Companies forming part of the Chamber of Commerce network
	<i>Possible sources of funding</i>	<ul style="list-style-type: none"> <li>• Funds borne by the Chamber of Commerce</li> <li>• Funds of the European Union</li> </ul>
	<i>Criticalities</i>	Difficulty involving private investors in projects with long-term returns
<b>Competent body</b>	Chamber of Commerce in collaboration with the Genoa City Council and the Regional Authorities of Liguria	
<b>Territorial scope</b>	Core zone	
<b>Results</b>	<i>Expected results</i>	<ul style="list-style-type: none"> <li>• Involvement of private investors to support a public project endorsing local cultural development</li> <li>• Trade agreements</li> </ul>
	<i>Monitoring indicators</i>	<ul style="list-style-type: none"> <li>• Number of agreements signed/year</li> <li>• Satisfaction with the income associated with the project, measured through the creation of a self-assessment questionnaire</li> </ul>
<b>Synergies</b>	<i>Synergies with other proposed measures</i>	2.1.6. Mirabilia Project
	<i>Best practices</i>	Fundraising School, Rome ( <a href="http://www.scuolafundraising.it/">http://www.scuolafundraising.it/</a> )



## 8.4. Timescale

Below is a possible schedule for the implementation of the Plan's integrated measures over the 2020-2024 five-year period. Please note that the first six months are regarded as a transitional period during which the new governance system will be implemented. Every year is split into two semesters, with the exception of 2019 which has only one quarter.



## Plan 1. Conservation

MEASURES		'19	2020		2021		2022		2023		2024	
		Oct/ Dec	I	II	I	II	I	II	I	II	I	II
1.1.1	Restoring the data processing and updating activities of the Cavis Observatory											
1.1.2	Implementing the Geoportal											
1.1.3	Planning systematic studies and research projects on topics related to the values of the Site											
1.1.4	Systematising and organising scientific and informative publications											
1.1.5	Defining regular activities for the dissemination of scientific studies and research projects											
1.2.1	Drawing up a scheduled conservation plan											
1.2.2	Implementing a plan to promote urban cleanliness and attractiveness											
1.2.3	Planning training and awareness raising activities aimed at professionals											
1.2.4	Adopting an innovative structural monitoring system											
1.2.5	Monitoring structural work											
1.3.1	Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage											
1.3.2	Implementing projects to raise awareness against vandalism											
1.3.3	Promoting private investment to safeguard the Site											
1.3.4	Launching entertainment projects and innovative use of urban spaces											
1.3.5	Implementing cultural projects connecting the city centre with the outskirts of Genoa											
1.3.6	Planning regular meetings with <i>Associazione dei Rolli della Repubblica Genovese</i>											
1.4.1	Launching capacity-building programmes for the human resources employed by the managing entity											
1.4.2	Designing educational activities to promote the city's cultural heritage in local schools											
1.4.3	Planning information campaigns regarding restoration work (open sites)											
1.4.4	Producing a handbook detailing methods of intervention in the case of building transformations											



Expected time to develop and implement the measure



Expected time for the measure to be fully operational





## Plan 2. Development

MEASURES		'19	2020		2021		2022		2023		2024	
		Oct/ Dec	I	II	I	II	I	II	I	II	I	II
2.1.1	Scheduling innovative cultural activities to enhance the Site											
2.1.2	Enhancing the UNESCO brand											
2.1.3	Plan to promote the Site's tourism and cultural offering on a national and international scale											
2.1.4	Defining an integrated communication plan											
2.2.1	Strengthening Tourist Information Offices for a unified and integrated promotion of services and operators											
2.2.2	Implementing innovative fruition projects based on new technologies											
2.2.3	Differentiating Site visiting packages											
2.2.4	Applying the instruments defined by the UNESCO World Heritage Sustainable Tourism Toolkit											
2.3.1	Mapping unused spaces in the historical city centre											
2.3.2	Planning grants to support new businesses in the historical city centre											

Expected time to implement the measure
  Expected time for the measure to be developed and fully operational



## Plan 3. Connections

MEASURES		'19	2020		2021		2020		2023		2024	
		Oct/ Dec	I	II	I	II	I	II	I	II	I	II
3.1.1	Supporting cycling mobility in the historical city centre											
3.1.2	Encouraging shared mobility systems											
3.1.3	Developing smart transport systems in the historical city centre											
3.1.4	Implementing the Plan for the Removal of Architectural Barriers											
3.1.5	Scheduling the <i>Palazzi</i> openings and regular updates on the opportunities to visit private properties											
3.1.6	Implementing a project for the shared development of new and unusual narratives involving the Genoese Site											
3.2.1	Launching collaborations with national and international cultural institutions											
3.2.2	Launching heritage monitoring and conservation collaborations with international research institutes and universities											
3.2.3	Implementing trade agreements involving private investors											

Expected time to develop and implement the measure

Expected time for the measure to be fully operational









## 9. Definition of a monitoring system

*This chapter describes the Plan's monitoring system, with a view to evaluating the consequences and impact of implementing the measures proposed through the definition of monitoring indicators and of a system of incentives for the achievement of results.*



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## 9.1. Definition of monitoring and evaluation indicators

Defining a monitoring plan is of fundamental importance for the development of the measures provided for by the Management Plan. The aim is to monitor and accompany the definition of any corrective actions and measures designed to enhance the Plan's results and its impact on the city's cultural, social and economic fabric.

Specifically, the progress of projects should be checked through regular meetings with the projects' managers and main stakeholders, identifying suitable and functional performance indicators. Following the implementation of monitoring activities, it will be possible to:

- Validate the monitoring indicators proposed and establish regular monitoring activities;
- Review and update roles and responsibilities;
- Draw up an annual monitoring plan to be submitted to the Steering Committee;
- Establish a data collection system from which to draw when drafting the regular reports required by UNESCO;
- Identify new strategic projects for the Site meeting the goals of the 2020-2024 Management Plan.

### *Proposed monitoring tool*

In order to evaluate the consequences and impact of implementing the measures proposed by the Plan and its sub-plans, below are a series of indicators designed to monitor the progressive development and overall performance of each individual measure. Together, these indicators, already mentioned in the measures' datasheets, create an effective instrument for the evaluation and possible review, in progress, of the measures and of individual plans.

The indicators detailed below should be constantly assessed, preferably every year, thus laying the foundations for a sort of social responsibility report relating to the Site and, above all, an instrument of knowledge which can be used to monitor measures, detect deviations from the Management Plan, and identify and adopt new measures to achieve the intended goals.

The indicators, which are mostly base 100, but also base 10 or (in very few cases) base 1, will be compiled into a composite indicator for each goal of every plan, converting them to base 10. Each goal will be represented by a sort of "thermometer" (a simplified version of a composite indicator), which will signal the achievement or non-achievement of the goal. A further summing-up will then be provided for each Action Plan. Roughly two years into the Plan, the monitoring tool may be refined yet further, giving a greater weighting, within the composite indicator, to those indicators considered of greater importance for the achievement of a goal.

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## Indicators for the Conservation action plan



## Knowledge and Research Goal

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
1.1.1. Restoring the data processing and updating activities of the CIVIS Observatory	Acquired data Quantity of new data acquired/estimated quantity of data to be acquired	$(d * 100) / SD$	Ability to incorporate new types of data within the system	Previous year
	Educational meetings Percentage of events organised by the institution/total number of events and changes over time	$(i_t - i_{t-1} / i_{t-1}) * 100$	Quantity of educational meetings and changes over time	Previous year
1.1.2. Implementation of the Geoportal of the Genoa City Council	Participation Number of entities involved in the implementation and/or updating of data/total entities entitled to do so	$(e * 100) / ET$	Ability to get the entitled entities to provide data	Percentage compared to the total number of entities
	Access to maps Number of times maps have been accessed/year compared with previous years	$(am_t - am_{t-1} / am_{t-1}) * 100$	Ability to disseminate the knowledge produced	Previous year
	Access to levels Number of times levels have been accessed/year compared with previous years	$(al_t - al_{t-1} / al_{t-1}) * 100$	Ability to disseminate the knowledge produced	Previous year
1.1.3. Planning systematic studies on topics related to the values of the Site	Project implementation Number of projects implemented/year compared with previous years	$(pr_t - pr_{t-1} / pr_{t-1}) * 100$	Ability to produce new knowledge	Previous year
	Publications Number of publications published/year compared with previous years	$(pu_t - pu_{t-1} / pu_{t-1}) * 100$	Ability to produce new knowledge	Previous year
1.1.4. Systematising and organising scientific and informative publications relating to the Site	Publications added Number of new publications per disciplinary scientific sector added during the year compared with previous years	$(puc_t - puc_{t-1} / puc_{t-1}) * 100$	Ability to disseminate the knowledge produced	Previous year
	Requests Number of publication requests per disciplinary scientific sector during the year compared with previous years	$(r_t - r_{t-1} / r_{t-1}) * 100$	Ability to disseminate the knowledge produced	Previous year
1.1.5. Defining regular activities for the dissemination of studies conducted	Conferences Number of conferences and congresses/year compared with previous years	$(c_t - c_{t-1} / c_{t-1}) * 100$	Ability to disseminate the knowledge produced	Previous year
	Events Number of informative events/year compared with previous years	$(ed_t - ed_{t-1} / ed_{t-1}) * 100$	-	-
	Participants Number of participants in events of various kinds/year compared with previous years	$(pa_t - pa_{t-1} / pa_{t-1}) * 100$	-	-
d	Acquired data			
SD	Estimated data to be acquired			
i	Educational meetings			
e	Number entities			
ET	Entitled entities			
am	Number of accesses to maps			
al	Number of accesses to levels			
Pr	Projects			
Pu	Publications			
Puc	Publications added			
r	Requests			
c	Conferences			
ed	Informative events			
pa	Participants			

Table 4. Indicators relating to the Conservation action plan, Knowledge and Research Goal

## Monitoring and Conservation Goal

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
1.2.1. Drawing up a scheduled conservation plan	Buildings surveyed Number of buildings surveyed/total buildings	$(ei * 100)/E$	Ability to plan interventions	Percentage compared to the total
	Interventions Number of interventions implemented/total required	$(m * 100)/M$	Ability to implement interventions	Percentage compared to the total
1.2.2. Implementing a plan to promote urban cleanliness and attractiveness	Interventions implemented Number of interventions implemented/total foreseen	$(i * 100)/I$	Ability to implement urban decorum interventions	Percentage compared to the total
	Participation Number of individuals and associations involved/total	$(pa * 100)/PA$	Ability to involve	Percentage compared to the total
1.2.3. Planning training and awareness raising activities aimed at professionals and operators	Activities implemented Number of activities implemented/year compared with the previous year	$(at_t - at_{t-1}) / at_{t-1} * 100$	Ability to schedule activities for professionals	Previous year
	Orders involved Number of training agencies and orders involved/total	$(o * 100)/O$	Ability to involve professionals	Percentage compared to the total
	Participants Number of course participants/year compared with the previous year	$(pc_t - pc_{t-1}) / pc_{t-1} * 100$	Ability to disseminate the knowledge produced	Previous year
1.2.4. Adopting an innovative structural monitoring system	Cases monitored Number of cases monitored per year/total	$cm * 100/C$	Ability to act preventively	Percentage compared to the total
1.2.5. Monitoring structural work	Number of seismic retrofitting authorisation requests submitted Number of structural works reported	$is * 100/I$ $d * 100/D$	Ability to monitor the structural work	Previous year
ei	Buildings surveyed			
E	Total buildings			
m	Interventions implemented			
M	Total interventions planned			
pa	Number of individuals and associations involved			
PA	Total number of potential individuals and associations			
at	Activities implemented			
o	Number of orders and agencies			
O	Total orders and agencies			
pc	Course participants			
cm	Cases monitored			
C	Total cases			
is	Seismic retrofitting authorisation requests			
I	Total requests			
d	Structural works reported			
D	Total reports			

Table 5. Indicators relating to the Conservation action plan, Monitoring and Conservation Goal

## Goal - Involvement of the community in managing the Site's cultural heritage

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
1.3.1. Implementing projects to promote citizen participation in the enhancement of the city's cultural heritage	Projects implemented Number of projects implemented/year compared with the previous year	$\frac{(p_t - p_{t-1})}{p_{t-1}} * 100$	Ability to involve people	Previous year
	People involved Number of people involved in various initiatives/year compared with the previous year	$\frac{(pe_t - pe_{t-1})}{pe_{t-1}} * 100$	Ability to involve people	Previous year
	Collaborative networks Number of collaborative networks launched or used/total potential	$r * 100 / R$	Ability to expand collaborative networks	Percentage compared to the total
1.3.2. Implementing projects to raise awareness against vandalism	Interventions Number of interventions implemented/year compared with the previous year	$\frac{(i_t - i_{t-1})}{i_{t-1}} * 100$	Ability to raise awareness among people	Previous year
	Entities involved Number of entities involved in various initiatives/total potential entities	$e * 100 / E$	Ability to build collaborative networks	Percentage compared to the total
	Training activities Number of training activities organised/informative material created/year compared with the previous year	$\frac{(aft_t - aft_{t-1})}{aft_{t-1}} * 100$	Ability to raise awareness among people	Previous year
1.3.3. Promoting private investment to safeguard the Site	Fundraising instruments Number of instruments launched/total envisaged	$f * 100 / F$	Ability to build a fundraising system	Percentage compared to the total
	Donors Number of donors acquired/year compared with the previous year	$\frac{(d_t - d_{t-1})}{d_{t-1}} * 100$	Ability to raise awareness among potential donors	Previous year
	Sponsorships Number of sponsorships implemented/year compared with the previous year	$\frac{(sp_t - sp_{t-1})}{sp_{t-1}} * 100$	Ability to raise awareness among potential donors	Previous year
1.3.4. Launching entertainment projects and innovative use of urban spaces	Venues Number of venues open in the evening/total number of venues	$l * 100 / L$	Ability to involvement businesses	Percentage compared to the total
	Activities organised Number of activities organised/year compared with the previous year	$\frac{(ao_t - ao_{t-1})}{ao_{t-1}} * 100$	Ability to involvement businesses	Previous year
1.3.5. Implementing cultural projects connecting the city centre with the outskirts of Genoa	Works installed Number of works installed/total envisaged	$oc * 100 / O$	Effectiveness of the measure	Percentage compared to the total
	Cultural commons Number of associations/citizens taking care of them/year compared with the previous year	$\frac{(cc_t - cc_{t-1})}{cc_{t-1}} * 100$	Ability to involve citizens in cultural heritage management	Previous year
1.3.6. Planning regular meetings with <i>Associazione dei Rolli della Repubblica Genovese</i>	Regular meetings Number of regular meetings per issue/year compared with the previous year	$\frac{(ip_t - ip_{t-1})}{ip_{t-1}} * 100$		Previous year
	Owners Number of owners participating in regular meetings/total	$pr * 100 / Pr$		Percentage compared to the total
P	Projects implemented	sp	Sponsorships	
pe	People involved	l	Participating venues	
r	Collaborative networks launched	L	Total venues	
R	Total potential networks	ao	Activities organised	
i	Interventions implemented	oc	Works installed	
e	Entities involved	O	Works envisaged	
E	Potential entities	cc	Cultural commons	
af	Training activities	ip	Regular meetings	
f	Fundraising instruments activated	pr	Owners attending the meetings	
F	Potential fundraising instruments	Pr	Total owners	
d	Donors			

Table 6. Indicators relating to the Conservation action plan, Involvement Goal



## Education and Training Goal

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
1.4.1. Launching capacity-building programmes for the human resources employed by the managing entity	Involvement Number of people involved/total	$p * 100 / P$	Ability to involve the people employed by the managing entity	Percentage compared to the total
	Measurement of knowledge acquired through multiple choice questionnaires at the end of each activity	$c * 100 / C$	Acquisition of knowledge	Percentage compared to the total
1.4.2. Designing educational activities to promote the city's cultural heritage in local schools	Schools Number of schools (students) involved in the activities/total number of schools	$s * 100 / S$	Ability to involve schools	Percentage compared to the total
	School projects Number of projects implemented per school type (level)/year compared with the previous year	$(ps_t - ps_{t-1}) / ps_{t-1} * 100$	Ability to devise projects with schools	Previous year
	Knowledge of schools Measurement of knowledge acquired through multiple choice questionnaires at the end of each activity	$cs * 100 / CS$	Acquisition of knowledge on the part of schools	Percentage compared to the total
1.4.3. Planning information campaigns regarding restoration work (open sites)	Activities Number of activities organised/year compared with the previous year	$(a_t - a_{t-1}) / a_{t-1} * 100$	Effectiveness of the measure	Previous year
	Participants Number of participants/year compared with the previous year	$(pa_t - pa_{t-1}) / pa_{t-1} * 100$	Ability to raise awareness within the professional community	Previous year
	Associations Number of associations/entities involved/year compared with the previous year	$(as_t - as_{t-1}) / as_{t-1} * 100$	Ability to raise awareness within the professional community	Previous year
1.4.4. Producing a handbook detailing methods of intervention in the case of building transformations and maintenance	Consultations Number of consultations of the instrument published online/year compared with the previous year	$(con_t - con_{t-1}) / con_{t-1} * 100$	Ability to offer the professional community useful services	Previous year
p	Staff involved			
P	Total staff			
c	Knowledge acquired			
C	Knowledge goal			
s	Schools involved			
S	Total schools			
Ps	School projects			
cs	Knowledge acquired by schools			
CS	Knowledge goal for schools			
pa	Participants			
as	Associations involved			
con	Handbook consultations			

Table 7. Indicators relating to the Conservation action plan, Education and Training Goal







## Indicators for the Development action plan



### Goal - Cultural Heritage Promotion

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
2.1.1. Scheduling innovative cultural activities to enhance the Site	Events Number of events organised/year compared with the previous year	$(e_t - e_{t-1} / e_{t-1}) * 100$	Ability to organise enhancing activities and events	Previous year
	Collaborations Number of collaborations established/year compared with the previous year	$(c_t - c_{t-1} / c_{t-1}) * 100$	Ability to create a collaborative network	Previous year
	Visitors Increase in number of visitors/previous year	$(v_t - v_{t-1} / v_{t-1}) * 100$	Ability to involve/increase visitors	Previous year
	Return visitors Increase in number of return visitors/previous year	$(vrt_t - vrt_{t-1} / vrt_{t-1}) * 100$	Ability to attract return visitors	Previous year
2.1.2. Enhancing the UNESCO brand	Number of partnerships launched/year compared with the previous year	$(pa_t - pa_{t-1} / pa_{t-1}) * 100$	Ability to build relationships at the institutional level	Previous year
	Number of associated initiatives/year compared with the previous year	$(ic_t - ic_{t-1} / ic_{t-1}) * 100$	Ability to organise associated events	Previous year
2.1.3 - Developing enhancement and promotion activities and events in the Palazzi dei Rolli	Owners involved Number of owners involved/total	$pr * 100 / Pr$	Ability to disseminate the knowledge produced	Previous year
	Communication Number of events communicated using the methods laid down by the measure/total	$com * 100 / Ec$	Ability to disseminate the knowledge produced	Previous year
2.1.4. Promotion and cultural enhancement of the UNESCO Site within the framework of the Plan for the communication and promotion of the tourism destination	Drafting an annual communication plan	0 no, 1 yes	Effectiveness of the measure	Achieved/not achieved
	Digital communication Number of digital and social communication activities launched and their results/total	$cd * 100 / COM$	Ability to communicate through new technologies	Percentage compared to the total
	New website Renewal of the "rolliestradenuove" website	0 no, 1 yes	Ability to communicate through new technologies	Achieved/not achieved
	Visits to the website Growth over time of the number of visits to the new site	$(vs_t - vs_{t-1} / vs_{t-1}) * 100$	Ability to increase the online audience	Previous year

Table 8. Indicators relating to the Development action plan, Cultural Heritage Promotion Goal



Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
2.1.5. Plan to promote the Site's tourism and cultural offering on a national and international scale	PressNumber of press releases issued (online - offline TV)/year	$(st\ t - st\ t_{-1}) / st\ t_{-1} * 100$	Effectiveness of the press campaign	Previous year
	Number of digital marketing activities relating to specific tourism products/year	$(cd\ t - cd\ t_{-1}) / cd\ t_{-1} * 100$	Ability to increase digital communications	Previous year
	Trade fairs Number of participations in trade fairs and events/year	$(pf\ t - pf\ t_{-1}) / pf\ t_{-1} * 100$	Ability to promote	Previous year
2.1.6. Mirabilia Project	Buyers and sellers Number of buyers and sellers (firms and territories) involved annually in the "Borsa del Turismo Culturale"	$(bs\ t - bs\ t_{-1}) / bs\ t_{-1} * 100$	Commercial effectiveness	Previous year
e	Number of events			
c	Number of collaborations			
v	Number of visitors			
vr	Number of return visitors			
pa	Number of partnerships			
ic	Number of connected initiatives			
pr	Owners involved			
Pr	Total owners			
com	Events communicated			
Ec	Total events communicated			
cd	Digital communications			
COM	Communication actions			
vs	Visitors to the Site per year			
st	Press releases issued			
pf	Number of participations in trade fairs			
bs	Buyers and sellers involved			



## Visitor Management Goal

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
2.2.1. Tourist Information Office: measure to promote products and services associated with the UNESCO Site	Integrated services Number of requests for integrated services/total	$pi \cdot 100 / TP$	Attractiveness of services	Percentage compared to the total
	Satisfaction Degree of satisfaction with integrated services, determined through multiple choice customer satisfaction questionnaires	$x / 10$ Questionnaire to be created	Degree of satisfaction	Previous year
2.2.2. Implementing innovative fruition projects based on new technologies	Projects Number of projects launched/year compared with the previous year	$(pr_t - pr_{t-1}) / pr_{t-1} \cdot 100$	Capacity for implementation	Previous year
	Users Number of users/year compared with the previous year	$(fr_t - fr_{t-1}) / fr_{t-1} \cdot 100$	Ability to expand the target audience	Previous year
2.2.3. Creating differentiated Site fruition products	Number of itineraries proposed/total	$it \cdot 100 / TI$	Ability to create differentiated products	Percentage compared to the total
	Number of visits per type of itinerary/year compared with the previous year	$(v_t - v_{t-1}) / v_{t-1} \cdot 100$	Ability to create differentiated products	Previous year
	Satisfaction Degree of satisfaction, determined through customer satisfaction questionnaires with closed-ended questions	$x / 10$ Questionnaire to be created	Degree of satisfaction	Previous year
2.2.4. Applying the instruments defined by the UNESCO World Heritage Sustainable Tourism Toolkit	STT Projects Number of projects implemented relating to the WHSTT/year compared to the projects envisaged	$prtt \cdot 100 / PTTT$	Ability to implement the provisions of the Toolkit	Percentage compared to the total
pi	Integrated services			
TP	Total services			
pr	Projects			
fr	Users			
it	Proposed itineraries			
TI	Total itineraries			
v	Number of visits			
prtt	Tourism Toolkit projects implemented			
PTTT	Total Tourism Toolkit projects			

Table 9. Indicators relating to the Development action plan, Visitor Management Goal

## Goal - Business Development and Trade Promotion

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
2.3.1. Mapping unused spaces in the historical city centre	Mapped spaces Number of buildings and/or spaces mapped/year compared with the previous year	$(\text{smap } t - \text{smap } t_{-1}) / \text{smap } t_{-1} * 100$	Degree of knowledge of spaces	Previous year
	Use of spaces Number of applications/projects for the use of spaces/total mapped spaces	$\text{us} * 100 / \text{smap}$	Degree of use of unused space	Percentage compared to the total
2.3.2. Planning grants to support new businesses	Establishments Number of businesses established/year compared with the previous year	$(\text{si } t - \text{si } t_{-1}) / \text{si } t_{-1} * 100$	Ability to promote the establishment of new businesses	Previous year
	Training Number of participants in the training programme/year compared with the previous year	$(\text{sf } t - \text{sf } t_{-1}) / \text{sf } t_{-1} * 100$	Ability to promote the establishment of new businesses	Previous year
smap	Mapped spaces			
us	Projects of use			
si	Businesses established			
sf	Training programme participants			

Table 10. Indicators relating to the Development action plan, Business Development and Trade Promotion Goal

## Indicators for the Connections action plan



### Accessibility Goal

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
3.1.1. Supporting cycling mobility in the historical city centre	Bike paths Number of bike paths created/year	$(pc\ t - pc\ t_{-1} / pc\ t_{-1}) * 100$	Ability to build infrastructure	Previous year
	Dedicated services Number of dedicated services set up/year	$(sd - sd\ t_{-1} / sd\ t_{-1}) * 100$	Ability to build infrastructure	Previous year
	Users Number of users of the service/year	$(fr\ t - fr\ t_{-1} / fr\ t_{-1}) * 100$	Ability to involve/increase users	Previous year
	Incentive systems Number of incentive systems launched/year	$(si\ t - si\ t_{-1} / si\ t_{-1}) * 100$	Ability to attract return visitors	Previous year
3.1.2. Encouraging shared mobility systems	Mobility systems Number of shared mobility systems launched in the historical city centre/year	$(sm\ t - sm\ t_{-1} / sm\ t_{-1}) * 100$	Ability to build infrastructure	Previous year
	Users Number of users of the service/year	$(fr\ t - fr\ t_{-1} / fr\ t_{-1}) * 100$	Ability to involve/increase users	Previous year
3.1.3. Developing smart transport systems in the historical city centre	Projects launched Number of projects launched/year	$(pt\ t - pt\ t_{-1} / pt\ t_{-1}) * 100$	Effectiveness of the measure	Previous year
	Data resulting from monitoring the effectiveness of the systems	To be determined	Effectiveness of the measure	To be determined
3.1.4. Implementation of the Plan for the Removal of Architectural Barriers	Accessible buildings Number of accessible buildings/total (schools, public offices, museums, theatres, libraries, local markets, green areas, areas of worship, hospitals, bus stops and stations, metro and train stations, etc.)	$ea * 100 / Et$	Expand Site accessibility	Percentage compared to the total
	Number of accessible services (exhibitions, conferences, etc.)/total	$sa * 100 / St$	Expand Site accessibility	Percentage compared to the total
	Number of web accesses to the Site	$wa * 100 / Wt$	Expand Site accessibility	Percentage compared to the total

Table 11. Indicators relating to the Connections action plan, Accessibility Goal



Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
3.1.5. Scheduling the <i>Palazzi</i> openings and regular updates on the opportunities to visit private properties	Openings Number of openings planned over and above the <i>palazzi</i> that can always be visited or are in any case accessible/year	$(ap\ t - ap\ t_{-1}) / ap\ t_{-1} * 100$	Ability to involve owners	Previous year
	Willingness of owners Number of owners willing to schedule further openings/total	$dp * 100 / PT$	Ability to involve owners	Percentage compared to the total
3.1.6 Implementation of a project for the shared development of a new and unusual narrative involving the Genoese Site	New <i>palazzi</i> Number of newly visitable <i>palazzi</i> /total involved in the project	$np * 100 / TP$	Ability to involve owners	Percentage compared to the total
	Activities Activities implemented/year compared with the previous year	$(az\ t - az\ t_{-1}) / az\ t_{-1} * 100$	Enhancement improvement	Previous year
Pc	Bike paths created			
sd	Dedicated services			
fr	Users			
si	Incentive systems			
sm	Mobility systems created			
pt	Transport projects launched			
ea	Accessible buildings			
Et	Total buildings			
sa	Accessible services			
ST	Total services			
wa	Web accesses			
Wt	Total accesses			
dp	Number of willing owners			
PT	Total owners			
np	New <i>palazzi</i>			



## Strategic Positioning Goal

Measures proposed	Indicator parameters	Formula	Measurement goal	Comparability
3.2.1. Launching collaborations with national and international cultural institutions	Partnerships Number of partnerships launched or initiatives promoted/year	$(pa_t - pa_{t-1}) / pa_{t-1} * 100$	Ability to establish relations	Previous year
	International projects Number of international projects launched/year	$(pi_t - pi_{t-1}) / pi_{t-1} * 100$	Ability to work at the international level	Previous year
3.2.2. Launching heritage monitoring and conservation collaborations with international research institutes and universities	Collaborations Number of collaborations launched/year	$(coll_t - coll_{t-1}) / coll_{t-1} * 100$	Ability to establish relations	Previous year
	International projects Number of international projects launched/year	$(pi_t - pi_{t-1}) / pi_{t-1} * 100$	Ability to work at the international level	Previous year
3.2.3. Implementing trade agreements involving private investors	Agreements Number of agreements signed/year	$(acc_t - acc_{t-1}) / acc_{t-1} * 100$	Ability to stipulate trade agreements	Previous year
	Satisfaction Satisfaction with the income associated with the project, measured through the creation of a self-assessment questionnaire	$x/10$ Questionnaire to be created	Degree of satisfaction	Previous year
pa	Partnerships			
pi	International projects			
coll	Collaborations			
acc	Number of agreements			

Table 12. Indicators relating to the Connections action plan, Strategic Positioning Goal



## 9.2. Definition of a system of incentives for the achievement of results

As the success of the Management Plan is considered the agreed aim of all the participating bodies, a number of incentives favouring such success have been defined as follows.

Incentives regarding staff:

- In conformation with the policies and internal regulations of each body participating in the Management Plan, said bodies may involve their respective managers and functionaries in achieving the Plan's goals, each according to their relative skills and degree of responsibility. This agreement would link achieving the Plan's aims to the institutional activities of the various bodies.
- Training: the offer to develop the skills necessary for achieving the success of the Plan may be regarded as a further incentive for internal staff.

Incentives regarding participating bodies/institutions:

- Advertising and promotion of their activities: one of the most appetising incentives for those bodies participating in whatsoever role in carrying out the Plan is the advertising and promotion effected by the Site, which qualifies their activity and brings it to the wider public eye, whether that be of the general public or on a more professional level.
- Long-term partnership agreements: these constitute incentives guaranteeing long-term work agreements, a position of great importance particularly for private concerns.



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# ANNEXES



## I. Auditing

### Structured interview grid

Below is the structured interview grid used.

*Regarding activities*

- 1) *What activities were you responsible for which you now consider finished?*
- 2) *What activities were you responsible for which you now consider ongoing or which have been repeated from time to time (and therefore are still current)?*
- 3) *What activities were not carried out and why?*
- 4) *What activities were you responsible for which were unplanned but were in fact carried out (in the last 5 years)?*

*Regarding structure*

- 5) *What, in your opinion, are the strengths of the structure of the present plan (the old one)?*
- 6) *Which, in your opinion, are the weaknesses in the Plan's present organisational structure?*
- 7) *What, in your opinion, are the structural and administrative defects of the original Plan?*
- 8) *What, if any, are the skills necessary for implementing and carrying out the plan?*
- 9) *What, in your opinion, are the essential elements necessary for implementing the Plan in the future?*

*Regarding the future*

- 10) *How, in your opinion, should the Plan's structure be changed to make it more efficient?*
- 11) *What, in your opinion, would be the best solution from an organisational point of view to guarantee proper Site management (meeting frequency of those responsible, ICT tools, a dedicated figure, etc.)?*

### Interviews

The interviews conducted during the auditing phase are shown in the Italian version of the document.



## II. Index of meetings

### Start-up and meeting with the main stakeholders

11 May 2018, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata), Stefania Mangano (DISPO, University of Genoa), Alessia Mariotti (CAST), Erica Meneghin (Fondazione Santagata), Alessio Re (Fondazione Santagata)

Fondazione Palazzo Ducale: Ornella Borghello

Genoa City Council: Emilia Ameri, Danilo Bertini, Cristina Giusso, Cesare Torre  
Superintendency for Archaeology, Fine Arts and Landscape for the Metropolitan City of Genoa and the provinces of Imperia, La Spezia and Savona – Ministry of Cultural Heritage and Activities and of Tourism: Arcolao Carla

Italian Ministry of Cultural Heritage and Activities – Regional Secretariat: Marta Gnone, Elisabetta Piccioni

University of Genoa: Lauro Magnani

Regional Authorities of Liguria:

Genoa Chamber of Commerce, Industry, Crafts and Agriculture: Elena Manara

Palazzo Reale: Sara Rulli, Rossella Scunza

Associazione dei Rolli della Repubblica Genovese: Andrea Pinto

### Focus Group on the Governance system

21 March 2019, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata), Stefania Mangano (DISPO, University of Genoa), Erica Meneghin (Fondazione Santagata), Alessio Re (Fondazione Santagata)

Fondazione Palazzo Ducale: Ornella Borghello

Genoa City Council: Emilia Ameri, Raffaella Cecconi, Anna Colombo, Elena Manara, Chiara Nicodemo, Cristina Olivieri, Elisa Videtta, Cesare Torre

Superintendency for Archaeology, Fine Arts and Landscape for the Metropolitan City of Genoa and the provinces of Imperia, La Spezia and Savona – Ministry of Cultural Heritage and Activities and of Tourism: Arcolao Carla

Italian Ministry of Cultural Heritage and Activities – Regional Secretariat: Marta Gnone

University of Genoa: Lauro Magnani, Pietro Piana

Regional Authorities of Liguria:

Genoa Chamber of Commerce, Industry, Crafts and Agriculture:

Associazione dei Rolli della Repubblica Genovese: Andrea Pinto





## Focus Group - Measures

30 May 2019, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata), Stefania Mangano (DISPO, University of Genoa), Erica Meneghin (Fondazione Santagata)

Fondazione Palazzo Ducale: Chiara Bricarelli, Ornella Borghello

Genoa City Council: Raffaella Besta, Raffaella Cecconi, Cristina Giusso, Cristina Olivieri, Margherita Priarone, Santo Scarfi, Cesare Torre, Elisa Videtta

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Italian Ministry of Cultural Heritage and Activities – Regional Secretariat: Marta Gnone

University of Genoa: Lauro Magnani, Pietro Piana

Regional Authorities of Liguria: Maddalena Magnano, Maria Rosa Merello, Luca Parodi

Genoa Chamber of Commerce, Industry, Crafts and Agriculture: Anna Galleano, Elena Manara

Associazione dei Rolli della Repubblica Genovese: Andrea Pinto

## Meeting on the Governance structure

15 July 2019, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata),

Fondazione Palazzo Ducale: Ornella Borghello

Genoa City Council: Piera Castagnacci, Cesare Torre

## Meeting on the Governance structure with the Cabinet Secretary

22 July 2019, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata)

Fondazione Palazzo Ducale: Ornella Borghello

Genoa City Council: Piera Castagnacci, Cabinet Secretary



## Seminar to discuss and approve the integrated measures of the 2020-2024 Management Plan

04 September 2019, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata), Stefania Mangano (DISPO, University of Genoa), Erica Meneghin (Fondazione Santagata)

Fondazione Palazzo Ducale: Ornella Borghello

Genoa City Council: Piera Castagnacci, Raffaella Cecconi, Davide Cheli, Marisa Gardella, Cristina Giusso, Cristina Olivieri, Margherita Priarone, Elisa Videtta, Egle De Ferrari Rolleri

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Genoa Chamber of Commerce, Industry, Crafts and Agriculture: Anna Galleano, Elena Manara

Associazione dei Rolli della Repubblica Genovese: Andrea Pinto

## Meeting for the approval of the 2020-2024 Management Plan

11 October 2019, Palazzo Ducale, Genoa

*In attendance:*

Working group: Paola Borrione (Fondazione Santagata), Stefania Mangano (DISPO, University of Genoa)

Fondazione Palazzo Ducale: Ornella Borghello

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University of Genoa: Giovanna Franco, Rita Vecchiattini

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Associazione dei Rolli della Repubblica Genovese: Andrea Pinto

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