

UNIVERSITÀ
DEGLI STUDI
DI PADOVA

Università degli Studi di Padova

Dipartimento di Scienze Storiche, Geografiche e dell'Antichità

Corso di Laurea Magistrale in Local Development

Public Assets for Sustainable Development and Active
Participation: Analysis of Two Case Studies in the
Territorial Context of Florence

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Student's signature:

A handwritten signature in black ink on a light gray background. The signature is written in a cursive style and appears to read "Amos Pinna".

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Abstract

This thesis aims to analyse the role of public assets in promoting sustainable development, active citizenship and social innovation, and how they can be effectively managed and preserved to support these objectives. In the first chapter, the current research context is introduced, and the challenges and opportunities related to the management and valorisation of public assets are described. To support the research, in the second and third chapters, two case studies are presented concerning the valorisation strategy of the Medici Park of Villa Demidoff and the LUMEN cultural-based regeneration project, both in the territorial context of the Metropolitan City of Florence. The thesis uses a comparative analysis methodology, presented in chapter four, to examine the two case studies in terms of sustainability and active participation. The study takes inspiration from the Voluntary Local Review method to analyse the positioning of the two management models proposed in the two case studies with respect to the Sustainable Development Goals.

The last chapter presents the main contributions of the research and outlines future perspectives for research in this field. Overall, the thesis highlights the importance of public assets in fostering a sense of community and promoting democratic participation. The research contributes to the understanding of the management and valorisation of public assets and the promotion of participatory and sustainable practices. In conclusion, the thesis offers a theoretical overview of the different models of management of public goods in the Florentine territorial context, reflecting on the dynamics of local development that can be triggered through a correct valorisation of common goods.

Extended Summary

Questa tesi si propone di analizzare il ruolo dei beni pubblici nella promozione dello sviluppo sostenibile, della cittadinanza attiva e dell'innovazione sociale, e come essi possano essere efficacemente gestiti e conservati per sostenere questi obiettivi. Nel primo capitolo viene introdotto l'attuale contesto di ricerca e vengono descritte le sfide e le opportunità legate alla gestione e alla valorizzazione dei beni pubblici. A supporto della ricerca, nel secondo e terzo capitolo vengono presentati due casi di studio relativi alla strategia di valorizzazione del Parco Mediceo di Villa Demidoff e al progetto di rigenerazione su base culturale LUMEN, entrambi nel contesto territoriale della Città Metropolitana di Firenze. La tesi utilizza una metodologia di analisi comparativa, presentata nel quarto capitolo, per esaminare i due casi di studio in termini di sostenibilità e partecipazione attiva. Lo studio si ispira al metodo della Voluntary Local Review per analizzare il posizionamento dei due modelli di gestione proposti nei due casi di studio rispetto agli Obiettivi di Sviluppo Sostenibile.

L'ultimo capitolo presenta i principali contributi della tesi e delinea le prospettive future per la ricerca in questo campo. Nel complesso, la tesi mette in evidenza l'importanza dei beni pubblici nel favorire il senso di comunità e promuovere la partecipazione democratica. La ricerca contribuisce alla comprensione della gestione e della valorizzazione dei beni pubblici e alla promozione di pratiche partecipative e sostenibili. In conclusione, la tesi offre una panoramica teorica dei diversi modelli di gestione dei beni pubblici nel contesto territoriale fiorentino, riflettendo sulle dinamiche di sviluppo locale che possono essere innescate attraverso una corretta valorizzazione dei beni comuni.

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Introduction

In recent decades, the issue of environmental and social sustainability has become increasingly relevant at a global level. In this context, the management and valorisation of public goods represents a crucial challenge for the achievement of sustainable development and active citizenship goals. However, the complexity of management processes and the variety of stakeholders involved make it difficult to define effective and sustainable strategies for the valorisation of public goods.

This thesis aims to analyse the role of public spaces in the promotion of participatory and sustainable practices, through the study of two case studies. In particular, it aims to examine the ways in which public assets are managed and valorised in relation to the objectives of sustainable development and active citizenship, with the purpose of identifying good practices and the challenges to be faced in their dissemination and implementation.

This research is based on a benchmarking methodology, which allows the two case studies to be compared in terms of sustainability and active participation. Furthermore, inspiration is drawn from the Voluntary Local Review method to analyse the positioning of the two case studies with respect to the Sustainable Development Goals.

This thesis is divided into five chapters. In the first chapter, we present the current context in which the research is set, the reference juridical framework for dealing with the issues addressed in this thesis, and describe the challenges and opportunities related to the management and valorisation of public goods. In the second chapter, the first case study concerning the management proposal for the valorisation of the historical, natural and artistic heritage of the Villa Demidoff Park, owned by the Metropolitan City of Florence, is presented. The third chapter deals with the second case study describing the LUMEN Project, an example of regeneration on a cultural basis set in a socio-economically fragile territorial context, which was launched starting from the free concession to a Social Promotion Association of a public property by the Municipality of Florence. The fourth chapter develops a qualitative analysis of both case studies, describing the ways in which the policies proposed in the two different contexts can foster the achievement of global sustainable development objectives. A final chapter presents the conclusions that can be drawn from the addressed study in terms of the relevance of the actions implemented at the local level for territorial development in line with the objectives of global development, promotion of human welfare and environmental protection. Furthermore, this chapter anticipates what the future perspectives for research in this field might be, starting from the need to create a network useful for the contamination among virtuous and heterogeneous examples of territorial regeneration necessary to foster the conceptualisation of a reference framework.

1. Management and Preservation of Public Assets: Between Private Property, Common Goods and Sustainable Development

1.1 Private and Public Property and Common Assets

To deal with the role that public property plays in sustainable development and community participation, it is necessary to make a brief juridical introduction of the terms that will be most often cited in this thesis.

In the Italian Constitution, the concepts of public and private property are established by the second paragraph of Article 9, which "protects the landscape and the historical and artistic heritage of the Nation", and by the first paragraph of Article 42, which states that property can be "public or private". The constitutionalisation of property makes all goods - public and private - become "utilitates", namely useful tools for the removal of economic and material obstacles that in fact prevent the full development of the human person (Rodotà, 2018). The *constitutionalisation* of property, in the Italian legal system, makes use of the "ownership scheme" typical of the private domain: public goods are owned by public powers (as legal subjects). Public property differs from private property in that it is inextricably linked to its intended purpose, whereas private property is recognised and guaranteed by law that protects its social function.

The Italian legal system, in fact, defines public goods by identifying categories of assets on the basis of common characteristics, such as public purpose and limitations on availability, use and protection. The use of the ownership scheme, in other words, is a technical expedient useful to the constituent to recognise in the Constitution alongside private property another type of property, public property, to be more accurate. In this regard, indeed, the notion of public property, already in the Civil Code, is constructed as an exception, hence "derogating" from the ownership scheme, precisely because it was insufficient to explain the nature and structure of the new type of property (Cassese, 1996). According to this logic, public goods are exceptionally goods that cannot be for the exclusive use of a citizen (as is permitted for private property) because they must fulfil public functions (to cite a few examples: the buildings of government institutions, or the seashores).

In the Italian legal system, we find three forms of derogation to private property: reserve, public use, and collective rights (Ibidem). These, in turn, give rise to three types of public property: the so-called *state-owned assets* (beni demaniali dello Stato), *state property* (beni patrimonio dello Stato) and *collective assets* (beni collettivi). State-owned assets, thanks to their public status, are in the

reserved domain of the State and therefore exempt from most of the rules governing private property rights; they are in fact said to be inalienable and imprescriptible (Ibid.). State-owned assets (e.g. the waters and the seashores) are at the direct service of the community: they are - according to an ancient diction - off the market (Caianiello, 2023). This means that they are subject to an original reserve, arranged to allow common use by all (uses called "exceptional" by the laws, which limit common use, can only be permitted by concession). State-owned assets represent assets owned by the State, and the State or other public bodies are formally the owners, but essentially only the managers (Cassese, 1996).

State property is divided into "unavailable" and "available": the unavailability consists of the impossibility of allocating these assets for purposes other than those for which they have been bound, except in the manner laid down by the law concerning them. Such assets are alienable provided they are not removed from their intended use. Unavailable State property is divided into movable (*mobili*) or immovable (*immobili*) public assets (unlike state-owned assets, which can only be immovable, or universality of movables) bound to a public purpose (e.g., buildings in government use). Patrimonial assets, on the other hand, are privately owned assets of the public administration. They are not, therefore, assets intended for collective use, but assets owned by a public body and as such subject to the same rules as those of private property. Even patrimonial assets, even though they can be put to use or even alienated by the public administration, make an exception, "derogating" from the common law. Indeed, although they are subject to all the rules established by the Civil Code for private property, they are bound to the notion of public use. Patrimonial assets, in essence, are to be understood as assets that must serve a public utility. In this regard, the notion of "unavailability of assets" does not mean their inalienability, but rather their being in any case bound to public use. These forms of derogation from the common law, namely the *reserve* and public purpose, thus make it possible to emphasise the use value of public assets, distinguishing them from private assets, characterised by their exchange value.

Lastly, mention must be made of collective assets, defined as such insofar as they are "titled, in a proprietary sense, to an identifiable set of subjects and on which fall, at the same time, access rights of a dominical nature pertaining to the members of the group owning the property" (Caianiello, 2023).

Civic and collective use rights constitute an ancient institution rooted in the rural context, dating back to periods before even Roman law. These rights allow the community to govern common resources of fundamental importance in a shared manner. Although the legal framework governing private property rights are much more extensive and developed than those protecting civic and collective use rights, in many cases, civic and collective use rights have proven to be a powerful tool that has endured over the centuries.

A historical change in the management of the commons can be traced in the Enclosures Acts, the enclosure laws that during the 17th century in England led to the transformation of communal lands - the "Commons", which under communal law were for the collective use of rural populations - into private property (Corona, Molinari; 2017).

This metamorphosis marks, on the one hand, the premise of the industrial revolution, since the enclosed lands ensured the intensive rearing of sheep, whose wool was necessary for the development of the nascent textile industry. On the other, it marked a strong ideological offensive against the shared use of land, encouraging the freedom to turn a common good into a commercial asset (Ibid.).

The community approach to resource use was thus characterised by a regulation of access that did not allow anyone to exercise exclusive control over a resource. Traces of this approach can be found, in Italy, in the Pre-Laws of the Civil Code, which recognise uses as one of the three sources of law, and in public and administrative law, which presents the collective rights of use of certain assets as one of the three cases that, together with state property (demanio) and patrimony (patrimonio), form the notion of public property (Capone, 2016). Public entities - and among them the state - can be owners of such assets.

It is interesting to point out that, in the Italian Constitution, public property is not 'merely set against private property' - as if the constituent did not want to do more than describe what exists. Rather, with the notion of public property, it was intended to introduce by constitutional means a new type of property, which in fact relativised private property' (Rodotà, 2018).

Massimo Severo Giannini, in his study on public property, theorised the 'polemical value' of public property, insofar as it is capable of questioning the exclusive nature of property, functionalising it to the realisation of constitutional purposes, among which the social function appears (Capone, 2016).

Many legal experts find, in the way public and private property are established, a reductionist interpretation, in that the category of public property is applied to the scheme of belonging typical of private property, considering exclusively the regime of ownership of goods and their subjective profile, without any consideration for the different function they are required to perform specifically by virtue of their belonging, forcing things into the private enclosure of those who hold them (Ibid.).

1.2 The Protection of Common assets in Italy and the Shared Administration

"Those goods with non-rivalrous, but exhaustible consumption, such as rivers, lakes, air, seashores, natural parks, forests, environmental assets, wildlife, cultural assets (etc.) which, regardless of their public or private ownership, express functional utilities for the exercise of fundamental rights and

the free development of persons and of which, therefore, the law must in any case guarantee collective enjoyment, also in favour of future generations".

This definition is taken from the Regulation for the Shared Administration of Common Assets, drafted by the Rodotà Commission, designated by the decree of the Minister of Justice of 14 June 2007 and entrusted with the task of drafting an outline of a delegated bill for the reform of the Civil Code rules on public assets. The purpose of the assignment received by the Commission, headed by Stefano Rodotà, was to reform the codified discipline of public property, which has never been amended since 1942 until today, despite the entry into effect of the Constitution and the social and economic, as well as scientific and technological, transformations that have taken place from then until today (Parisi, 2009).

Economists classify the public good as a non-excludable and non-rivalrous good; its use does not postulate forms of aggregation or community type, since it is enjoyed in an individualistic manner. Aiming to overcome the categorisation of goods codified in 1942, the members of the Commission drafted a regulatory text that provides for the suppression of the categories of state property and non-transferable property and the redistribution of the types of goods currently ascribable to them into new categories, among which 'common goods' stands out (Parisi, 2009).

Common assets are defined as the set of resources not directly attributable to the administration - and therefore not public in the proper sense - but nevertheless used by citizens as the collective heritage of humanity and whose depletion is to the detriment of all other users, such as ecosystem services (Muzi, 2019). Thus, a new category is configured, which is conceptually interesting, as it would make it possible to overcome the dichotomy between public and private as well as to remove some assets from the productive-growth interest. Common goods include non-rivalrous, but exhaustible consumption resources such as rivers, lakes, air, seashores, natural parks, forests, environmental resources, wildlife, cultural heritage, among others. These resources, regardless of their public or private ownership, provide essential benefits for the exercise of fundamental rights and the free development of people. Therefore, the law must ensure that these resources are accessible collectively, directly and for all, including their preservation for future generations. The distinctive peculiarity of common assets lies in their close and special connection with the community, which justifies the need for a unique legal treatment. In other words, they represent a different form of 'publicness', departing from the traditional legal regime of private property (Foà, Viale, 2020). These assets are not simply intended to serve the public interest but are also closely linked to and managed by the community.

To talk about the management of common goods and shared administration, it is necessary to clarify the legal references governing these concepts in the Italian legal system.

Through Constitutional Law No. 3/2001, Title V of the Constitution was amended, the consequence of which was to introduce the principle of horizontal subsidiarity in the last paragraph of Article 118.

Essentially, with the reform of Title V of the Constitution, the relationship between the different levels of legislation becomes much more complex: the municipal statute, the adoption of which is constitutionally provided for, must respect not only the Constitution and the general principles on the subject of public organisation, but also respect the provisions established by state law in implementation of Article 117, second paragraph, letter p) of the Constitution, which provides for exclusive state competence on the subject of electoral legislation, government bodies and fundamental functions of municipalities, provinces and metropolitan cities. While this on the one hand confirms the nature of the municipal statute as a secondary level source, it also identifies a space reserved for the local authority to implement legislation that cannot be infringed by state or regional laws, let alone state or regional regulations, and thus a situation of division of competences is delineated (Pili, 2008).

This change allowed the introduction of the new organisational model of shared administration, which in Article 118, paragraph 4, is defined as follows: 'State, Regions, Metropolitan Cities, Provinces and Municipalities shall favour the autonomous initiative of citizens, both individual and associated, to carry out activities of general interest, on the basis of the principle of subsidiarity'. This organisational model allows citizens and the public administration, especially the municipality, to carry out, on an equal footing, activities of general interest, concerning the care, regeneration, and shared management of common goods.

From a strictly legal point of view, the Regulations for the Shared Administration of Common Goods implement the principle of regulatory autonomy (protected by Article 117, paragraph 6 of the Constitution, which provides that municipalities, provinces and metropolitan cities have regulatory power to regulate the organisation and functioning of the functions assigned to them) and the principle of horizontal subsidiarity, present in the Constitution (article 118, paragraph 4), without the necessary and usual legislative intermediation, also guaranteeing rapidity in the approval process, adaptability with respect to territorial peculiarities and ease in the eventual modification phase.

The Regulation for the Shared Administration of Common Goods represents, therefore, a normative act that focuses on regulating forms of collaboration between citizens and the administration, aimed at the care, regeneration, and shared management of common goods, which are realised, more concretely, through the stipulation of Collaboration Pacts. In other words, these regulations have as their object the regulation of the organisational model of Shared Administration, which allows all

active citizens, single or associated, and the administration to carry out activities of general interest on an equal footing (Caianiello, 2023).

The Shared Administration Regulation has been adopted by over 270 municipalities and other local authorities so far. Over the years, Unions of Municipalities, Metropolitan Cities such as Milan, Provinces such as Chieti and Matera, Regions such as Lazio and Tuscany, and even some public economic bodies have followed suit by adopting their own Regulations (Ibid.). This diffusion shows how this tool is extremely flexible and able to adapt to the specific needs of the various contexts in which it is used.

It is interesting to note how this organisational model stands as an alternative to the traditional administration model centred on hierarchical relations between those who hold 'administrative power' and manage a common good and its potential users. However, within the framework of the relations existing between citizens and the administration, shared administration does not replace other pre-existing models, but stands alongside: the traditional administration model is, in any case, inescapable for the configuration of public powers in general, such as powers of authorisation, concessions, sanctions, and orders (Caianiello, 2023).

Lastly, the process of transition from traditional administration to a shared administration approach entails the implementation of the Regulation as a fundamental element in raising awareness and promoting a basis of mutual collaboration and trust between the administration and citizens.

We can therefore say that the management of the common assets by citizens is articulated through three steps, from Article 18 last paragraph of the Constitution to the Rules for the Shared Administration of Common Goods and finally to the Collaboration Pacts. Without the pacts, the Rules would be ineffective, but the pacts without the Rules would be vulnerable, because they would lack the framework of principles and rules provided by the Rules that protect them and make them more effective.

Collaboration Pacts are in fact 'administrative acts that can be assimilated to agreements governed by Law No. 241/1990 on administrative procedure, with which citizens and administrations agree on everything that is necessary for the care of the public goods that are the subject of the Pacts. To date, several thousand 'Ordinary Pacts' have been stipulated for the care of the most varied public assets: parks, gardens, squares, roads, abandoned areas, schools, cultural heritage and many other tangible and intangible public assets' (Arena, 2020).

Although it is possible for citizens to get organised and form collaborative Pacts to intervene in situations neglected by administrations, their primary objective is not only to compensate for the weaknesses of administrations, but rather to generate new energies to deal more effectively with the complex challenges of the contemporary world, involving both public administrations and citizens. Collaboration Pacts establish a legal, long-lasting and structured link between active citizens, the

common goods that are the object of their intervention and the administration that owns them, a link that does not take shape if the Regulation is not in force (Caianiello, 2023).

This link is crucial from two main perspectives. Firstly, it is essential for the care of the common asset, as these assets are simultaneously local and global, requiring the direct engagement of the community in which they are located. This engagement not only improves the quality of life of the community itself, but, from a world-care perspective, enables other present and future human beings to potentially benefit from such goods. Secondly, the link between a specific community and a particular good is fundamental since it is the community itself that, through the implementation of a shared care activity, gives the public asset the status of a common good. In this sense, it can be said that it is the community's caring action that transforms the public good into a common good (Pili, 2008).

The bond formed when citizens enter a Collaboration Pact and commit themselves to caring for a specific public good in their area is not only of a material nature, as in the case of spontaneous care initiatives, but also of a juridical nature, legally binding citizens to the good in question. The tangible bond is since citizens employ private resources, often difficult to quantify, such as time, skills, working tools and relationships, to take care of the common good. Simultaneously, the juridical bond arises from the fact that citizens assume a legal responsibility in caring for the good, both to the administration and to other citizens. While remaining the property of the administration, the good continues to be the responsibility of the citizens who have signed the Collaboration Pact, even if they are not its effective owners (Capone, 2019).

1.3 Between Privatisation and Divestment of Public Assets.

When the state privatises a railway, an airline or health care, or tries to privatise the integrated water service (i.e., drinking water) or a university, it expropriates the community (each of its individual members pro quota) of its common goods (common property), in the same way as when private property is expropriated in order to build a road or another public work. (...) This means that every process of privatisation decided by the political authority through the government expropriates each citizen of his or her share of the expropriated common good, just as happens in the case of the expropriation of private property. However, while the liberal constitutional tradition protects the private owner with respect to the public authority (the state) through the institution of compensation for expropriation (and also of the so-called reserve of law), no legal protection (least of all constitutional) exists with respect to the state that transfers, to the private individual, community assets (common goods) that are not held in private ownership (Mattei, 2011).

This is what we read in the introduction to the Manifesto of Common Goods, written in 2011 by Ugo Mattei, vice-president of the Rodotà Commission for the reform of public goods and co-editor of the referendum requirements for water as a common good.

In a historical period in which the dominant tendency is to privatise public goods and services, abetted by the neo-liberal paradigm that aims to maximise entrepreneurial initiative and to entrust the state with the role of commercial agent holder of public assets, a reflection on the sustainable management of public goods and the use that communities can make of them is crucial.

There are two possible fundamental approaches to the management and valorisation of public assets: considering the public good as a patrimonial asset to be liquidated, to be monetised, and therefore as an economic resource for the achievement of public finance objectives, or considering the good for its natural purpose for public use, as an asset belonging to all, with respect to which public ownership is only relevant as custody and not as a power of disposal.

The subtraction of public space, accentuated during the pandemic period by the promulgation of legislative acts that during the lock-down period prevented citizens from the normal use of places of social aggregation, in order to avoid any gatherings that could facilitate the spread of the coronavirus, is only the latest chapter in a process of despoliation that has been impoverishing Italian cities for some time. This is why it is an urgent action to rethink the social and anthropological value of collective space, in the light of the importance of public assets for the community. The dominant trend in the governance of public assets, in most large Italian cities, consists in the sale by local administrations of public assets to private investors. There are an increasing number of projects that, under the aegis of city and national authorities, are part of initiatives that are encapsulated in the ambiguous and aesthetic term 'requalification', but which often conceal private purposes.

Between 1985 and 1987, the Italian governmental Commission of Inquiry into Public Real Estate estimated the amount of public real estate (including land and buildings) at about 50 billion square metres, worth about 651 thousand billion lire. The great value of public real estate assets suggested that they should be used to reduce the secondary deficit of the State budget (the primary deficit is that produced by the imbalance between revenue and expenditure, net of debt; the secondary deficit is that produced by the imbalance between revenue and expenditure, including debt). These orientations led, in fact, to the creation of a legislative guideline directed at the alienation and 'economic' management of public property (Cassese, 1996).

The switching between the processes of publicization and privatisation has frequently been determined by the need to achieve socially relevant objectives, when the policy of publicizations has prevailed; to respond to objectives of improving the competitiveness of the economy and efficiency, when privatisation programmes have been implemented (San Mauro, 2019).

Moreover, the issue of privatisation of public assets is closely connected to that of the redevelopment, reconversion and re-functionalisation of Italian public real estate, which has now been part of the Italian political debate for several decades in relation to the financial and budgetary needs of the state and local public bodies (health companies, territorial authorities, universities) (Camerin, F. and Gastaldi, F. 2018).

In recent decades, an economic-financial approach to the issue of public asset management has been gaining ground, in which the consequences that such operations have in terms of territorial governance and urban policies risk being overlooked. The need to consolidate the public budget has led political decision-makers to focus on the disposal of public real estate to bring in resources for public finance, with the risk of irreparably falling into a sell-off for the benefit of a few private economic power centres. The challenge is, in fact, to combine cash and budgetary needs with those of the protection and public use of assets.

The regulatory framework concerning the disposal of public real estate assets is heterogeneous, fragmented, and variable: many provisions have followed one another over the years with partial procedures overlapping with disposal processes already underway, contributing to an extremely fragmented and uncertain picture. Only in recent years does there seem to have been more regulatory stability in this area (Camerin and Gastaldi, 2018).

Between 2011 and 2012 there was a massive legislative production aimed at regulating the divestment of public real estate assets in order to bring resources to public finance without resorting to fiscal leverage: article 33 of Decree-Law No. 98 and Article 6 of Law No. 183 of 2011 (and subsequent amendments) regulate the creation of an integrated system of real estate funds, the purpose of which is to make more efficient the processes of developing and enhancing the value of publicly owned real estate assets (of territorial entities, other public entities and companies entirely

owned by the aforementioned entities). Law Decree No. 95 of 2012 introduced further operating procedures for the asset management company, providing for the establishment of other types of real estate funds, again according to an explicit approach that envisages using the financial resources deriving from the implementation of reuse operations to achieve the reduction of public debt.

In the context of the Florentine territory, where the case studies that will be dealt with in the following chapters insist, an example of the process of privatisation of public assets just described can be found in the case of the Ex Manifattura Tabacchi, located in the Novoli district¹. It is a former state property, once built with public funds, which is now at the centre of the city's controversy because it is part of a large redevelopment project carried out by Cassa Depositi e Prestiti Immobiliare and Gruppo Aermont - of 25 initial housing units out of a total of 250, located in two buildings - which acquired the property. This is yet another case in which a building belonging to the public estate, given the unavailability of public funds for a refurbishment that could guarantee its use by the community, is sold to the highest bidder. One of the consequences of the privatisation of public assets and redevelopment projects carried out by private entities is that the target of users chosen for such assets is often selective with respect to the citizenship as a whole: for example, the flats for sale in the renovated Ex Manifattura Tabacchi are of various types and range in price from 390,000 euro to more than two million euro for multi-room apartments. The buildings in question are also equipped with a number of services, such as a gym and a bicycle repair shop, which remain, however, for the exclusive use of residents. This project, in a neighbourhood that suffers from the dynamics of the suburbs, is, in the eyes of many, far from offering a place of exchange and interaction for the residents of the neighbourhood and risks fuelling the already widespread phenomenon of gentrification.

Without going into the profit rationale that now regulates urban dynamics in Florence, as in many other large Italian cities, the image of Florence, with the example just described, provides an alarming picture of the management of public property by local administrations, which are too often bent to the profit rationale that favours the enjoyment of the city by large tourist flows and the wealthiest citizens rather than guaranteeing everyone the 'right to the city'.

It is true that, to date, there is no overall vision, other than a serious and accomplished urban planning reflection, on the role that could be played by the reuse of public buildings, often very large and endowed with large areas of open space, both as an opportunity to trigger or accompany urban regeneration processes and as opportunities for reconfiguring central areas with a high symbolic value. (Camerini and Gastaldi, 2018).

¹ Novoli is a district in the north-west of Florence, protagonist of a great expansion following the building boom of the 1950s and 1960s.

The scope of strategies for the valorisation of public heritage is therefore composite and complex. It is clear, however, that local administrations have the arduous task of healing the fracture between collective interests and private hegemony. In this regard, the category of common assets as assets of collective belonging codified in the Regulation for the Shared Administration of Common Assets, referred to in section 1.2, becomes central. As a matter of fact, according to the Regulation for the Shared Administration of Common Assets, the protection of common assets, which are taken away from the exclusive use of a part, and functional to the exercise of the fundamental rights of communities, are thus protected by the implementation of a fundamental principle enshrined in the Constitution, which affirms 'the prevailing social utility of heritage, excluding any form of privatisation or, worse, clientelistic use, aimed at strengthening the constituent potential of a collective subjectivation' (Rodotà, 2018).

Picking up on Ugo Mattei's words quoted at the opening of the paragraph, the recognition of certain public goods in the 'subset' of common goods would, in this sense, prevent their economic exploitation to the detriment of the community. Such recognition could therefore prove useful in countering the 'mercantilisation' in which Italian cities are now involved, whose administrations run the risk of veering towards a perspective of 'urban entrepreneurship' (Harvey, 1989), which entrusts private interest with the task of implementing large urban projects with images devoted to global success, but distant from the reality of the context of location and the real needs of the city as a whole (Camerin, F. and Gastaldi, F. 2018). For this reason, preserving inalienable heritage means considering indiscriminate selling as the most profitable management practice and close to the general interest as wrong. Public heritage constitutes tangible evidence of the community's concern for social, economic, and environmental risks; depriving it of value through rushed alienations is, inevitably, a symptom of civil decay. This undesirable outcome can be averted by treating public assets as a strategic resource to be preserved (Gaeta, 2015).

1.4 Public Assets for the Promotion of Sustainable Development

A preliminary reflection, opening the theme of public assets for the sustainable development of the individual, may start from the role erroneously attributed to local administrations. Common opinion tends, in fact, to refer to an archaic idea of the State in which institutional bodies constitute separate entities with respect to the community, which behave with respect to public goods as 'owners at large' to all intents and purposes (Rodotà, 2018). In this regard, Massimo Severo Giannini, defines public bodies as exponential entities, which administer on behalf of third parties, but which cannot in any way replace the people, the original owners of the good. They are, at most, facilitators of the processes of participation and collective care of the *res-publica*, guarantors of the collective rights existing between the goods and the community (Ibid).

Starting from the birth of the ecological protest movement, which aims to protect the territory and landscape, to the referendum struggle against the privatisation of water resources, passing through the Constituent Assembly of common goods², various communities of residents, committees, collectives, networks, and coordinated groups have reacted in response to environmental aggression, the alienation of public goods and the progressive erosion of the democratic fabric. In the process, they learned how to re-appropriate urban and peri-urban space through new social dynamics (Capone, 2019).

During the pandemic period that we have witnessed between 2019 and 2022, we have all experienced what it is like to live a life compressed into domestic space: national regulations, with the related decrees at the local level, have made most places inaccessible, and all social relations have dematerialised into an almost exclusively telematic world. The social impoverishment to which the pandemic has condemned us has been palpable and has had major consequences on the lives of many. The possibility of using spaces open to the community is not, therefore, an accessory possibility for citizens, but rather a fundamental resource for the development of the individual. An effective antidote to the isolation to which we seem tragically destined, seems to reside precisely in the creation of an ecology of human relations that can arise from the collective use of resources perceived and desired as common, respecting the principles of collective use: accessibility, usability, impartiality, and inclusiveness (Capone, 2022).

There are increasingly frequent cases in which communities rediscover forms of shared management of public or disused places, which through processes of re-generation and self-government are

² The Constituent Assembly of the Common Goods was inaugurated at the Teatro Valle in Naples on 13 April 2013 and for more than a year it gathered in various cities across Italy. Presiding over the assembly was Stefano Rodotà, who had already chaired the Rodotà Commission in 2006 with the aim of reforming the Civil Code and introducing the notion of Common Goods there.

returned to the community, building concrete solutions for the needs not only of the participants, but also of the inhabitants and the most vulnerable segments of the population.

The institution of civic and collective use in urban areas is developed to integrate, in the legal context, the wide range of experiences characterised by collective and community management, often difficult to adequately frame in traditional legal schemes. The variegated experiments in terms of regeneration of spaces for collective use have in common a series of principles and methods that include the sharing of 'means of production' (tools for craft workshops, coworking spaces, practice rooms), the non-exclusive use of spaces and the mutualistic management of skills and resources (Rodotà, 2018). The issue of sustainable management of public assets is extremely topical when analysing its impact on the Sustainable Development Goals forming part of the 2030 Agenda for Sustainable Development, an action programme for people, planet and prosperity signed in September 2015 by the governments of the 193 UN member states. This Agenda comprises 17 Sustainable Development Goals, which in turn outline an action programme consisting of 169 targets. The Sustainable Development Goals follow up on the achievements of the Millennium Development Goals that preceded them and represent common goals on a set of important development issues: fighting poverty, eradicating hunger and combating climate change, to name but a few (United Nations, Regional Information Centre for Western Europe). The 2030 Agenda represents a major advance, as it offers an unequivocal assessment of the unsustainability of the current development model. This assessment is not limited to the environmental sphere, but also extends to the economic and social spheres.

Even though the 2030 Agenda was not originally conceived specifically for cities and regions, as it includes Universal Development Goals addressed to states, regardless of their level of development, the success of this global agenda will depend on the ability of national and regional authorities to integrate their policies with the established goals. This integration is essential to make these objectives tangible and to ensure their effective realisation. With reference to the report "Localizing the Post-2015 Development Agenda: Dialogues on Implementation", the term "localisation" denotes the "process of designing, implementing and monitoring strategies at the local level in order to achieve sustainable development goals and targets on a global, national and sub-national scale". This implies the use of concrete tools, mechanisms, and procedures to effectively translate the Development Agenda into local level results. The localisation of the SDGs involves the consideration of contexts at the subnational and regional levels not only in defining the goals to be achieved and their implementation through local policies, but also in determining the means to measure and monitor progress through indicators (Global Taskforce of Local and Regional Governments, UNHABITAT, UNDP, 2016). This process is broad and involves all local actors through a territorial approach, which includes the participation of civil society, academia and the

private sector, and the regional government is called upon to play a leadership role in bringing together all stakeholders.

In Italy, the road to the approval of the National Sustainable Development Strategy began in 2016 with the elaboration by the Ministry of the Environment of the document 'Italy's Positioning with respect to the 2030 Agenda'. This document was aimed at detecting the distance, or proximity, of the country with respect to each of the targets in the 2030 Agenda and, based on the findings of this study, Italy's strengths and weaknesses were then to be identified to develop a national strategy. Starting from this document, the Italian government, at the proposal of the Ministry for the Environment and the Protection of Land and Sea, through a participatory process that involved all institutional and non-institutional actors, drew up the new National Strategy for Sustainable Development presented to the Council of Ministers on 2 October 2017 and approved by the Interministerial Committee for Economic Planning on 22 December 2017.

The principle of sustainability is now an essential component in the planning of socioeconomic systems at all levels of government, whether international, national, regional, or local. Among these, the local level, due to its proximity to the territory, assumes particular importance in terms of responsibility. Through an analysis of the goals set out in the UN's 2030 Development Agenda, it is possible to ideally outline the concept of sustainable development.

The 2030 Agenda establishes a system of reference indicators that requires the advance declaration of goals to be achieved and the subsequent evaluation of their progress over time. Examples of such targets span a wide range of areas, including sustainable mobility, renewable energy production, public lighting efficiency and incentives for ecosystem services. To effectively achieve these objectives, it is necessary to implement actions involving actors at the local level. This inevitably implies the need for integration of competences within local administrations. It is enough to browse through the list of the national real estate of Inps and Inail to realise the extent of this property, its distribution throughout the country and above all the fact that a large part of it is unused. This is an enormous property, compulsory by law (as a guarantee of the technical reserves needed to pay future charges) but whose use and valorisation is neglected in the short term: a more appropriate use of these properties could represent a very important start for urban regeneration throughout the country, according to an eco-systemic vision of development processes and conditions for the wellbeing of individuals and communities.

In this respect, a sustainable and participatory management of public assets could be a useful tool to translate the Sustainable Development Goals on the territory, contributing positively to the achievement of some of them at the local level. Indeed, asset management practices must be guided by the will to provide sustainable services through strategic planning, climate action and inclusive

governance. An analysis of SDGs that could be particularly influenced by a participatory and sustainable public asset management approach is presented below.

Goal 4 and 11: Quality education and Sustainable cities and Communities.

Public cultural heritage sites, such as museums, historical monuments, and archaeological sites, can serve as important tools for education and cultural preservation. They promote awareness and education about history and culture, supporting the goals of quality education and the preservation of cultural diversity. Objective 11 (Make cities inclusive, safe, resilient, and sustainable) aims to give communities a central role in sustainable development. With this goal in mind, public asset management practices allow for the adoption of risk management that reconciles the economic viability of projects with considerations for the health of residents and the protection of the natural environment.

Goal 8 and Goal 9: Sustainable Economic Development³.

Public heritage sites, such as historic parks, can attract sustainable tourism, creating economic opportunities for local communities and promoting sustainable economic development also in protected areas. In the context of the innovation mentioned in Goal 9, public assets can also be a source of inspiration for research and innovation, encouraging the development of new technologies and sustainable solutions.

Goal 10: Reduce inequalities.

Sustainable management of public assets should involve local communities and promote social equality, ensuring that the opportunities and benefits from these resources are fairly distributed.

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

Sustainable public asset management practices should focus on improving the education and capacity of local institutions for climate change mitigation, promoting mechanisms and tools for effective climate change planning and management.

Goal 15: Protect, restore and foster sustainable use of the earth's ecosystem.

In addition to the properties and green areas they own, which are specifically addressed in the case studies in this thesis, local governments own and manage natural assets such as forests, parks, fields, soils, and bodies of water, and enhance assets such as urban trees and parks, rainwater lakes and public gardens. Each of these assets provides a service to the community, in terms of facilitating stormwater management, promoting clean water and air, acting as a carbon sink, providing shade and/or supporting mental health. Member States have committed to act for the conservation,

³ The two Goals state respectively: Fostering durable, inclusive, and sustainable economic growth, full and productive employment and decent work for all (Goal 8) and building resilient infrastructure and promoting innovation and equitable, responsible and sustainable industrialisation (Goal 9).

restoration and sustainable use of vegetation, land, and freshwater by 2020. With the increase of extreme weather phenomena, the provision of real estate and, more generally, public assets, for the population are once again central to the fight against climate change, as well as being useful for the provision of spaces in which to conduct environmental and civic education on issues related to the preservation of the earth's ecosystem.

Goal 16: Peace, justice, and strong institutions.

Sustainable management of public assets can promote human rights through the priority given to inclusive decision-making processes and the provision of services accessible to all. The goal is to adopt innovative public asset management programmes that involve all community stakeholders. Communication and collaboration between institutional bodies and local actors are essential elements of heritage management and should be used to assess the government's ability to promote justice and inclusiveness through sustainable infrastructure and services.

Goal 17: Revitalise the global partnership for sustainable development.

Participatory heritage management practices can be useful tools in the creation of reliable datasets for the development of a comprehensive understanding of human geography, environment, and infrastructure, relevant to defining community needs.

In conclusion, we have seen how public assets play a crucial role in sustainable development and can contribute in various ways to the Sustainable Development Goals. These goals promote a balance between economic, environmental and social factors, thus ensuring that sustainable development includes consideration of the physical and mental well-being of all residents. Local governments should therefore consider the SDGs not only to be part of a global community that promotes knowledge sharing and encourages innovation in relation to sustainable development at the municipal level, but also to validate and legitimise local strategies through internationally agreed targets. By linking local government initiatives to the SDGs, it is also possible to secure funding and support from other levels of government and larger for-profit and non-profit organisations.

1.5 Public Asset for an Active Citizenship

If in the previous section we have spoken of the three-dimensionality of the concept of sustainability (ecological, environmental, and social), we will now try to broaden the spectrum of sustainable development by introducing a fourth dimension, the anthropological one, which finds in "community building" the most appropriate way to take care of the environment in which we live (Synergo, 2023). The involvement of the local community in the management of public goods is considered by many experts to be a tool capable of revitalising social and cultural capital, as well as the connective capital of territories. The increase in citizen involvement processes by public institutions, which include direct and horizontal modes of participation in the formulation and

implementation of public policies, underlines the importance of promoting inclusiveness in various organisational models. Regardless of the territorial context, be it urban or rural, there is a coexistence of individuals with different socio-economic needs, and only by actively involving these people is possible to fully adapt to their multiple needs (Ibid.). Modalities of involvement are no longer limited to processes of representative democracy, such as referendums and popular legislative initiatives, but increasingly focus on direct participation. These include tools such as, to name a few, neighbourhood agreements, participatory budgets, public debates, which aim to promote and regulate new forms of collaboration between civil society, which includes both individual citizens and associative groups, and public institutions. In the following chapters, we will see how consultation and participation of the local community in planning processes for the enhancement of public assets for collective use is central to the sustainable development of the territory. Since the second half of the 1990s, various forms of self-organisation have sprung up all over the world, opening their doors to popular health clinics, after-school centres, craft workshops, home-help centres, counselling centres, urban gardens, theatres and much more. These places, often obtained through occupation or fostering, can be defined as spaces out of place, referring not only to the absence of a legal regulation to protect them, but also to their location outside the reality of competition, rent and the market (Rodotà, 2018).

The transformation of the territory envisages a governance composed of institutional actions that increasingly tend to shift from primarily top-down institutional interventions, where a large part of the decisions is in fact dropped on the territory by high institutional offices, to complete self-management by the community, through bottom-up interventions. For more than a decade there has been a proliferation of processes of transformation and collective care of pieces of the city on a local and hyperlocal scale that leverage on new forms of appropriation, belonging and urban citizenship, and that affirm a renewed vision of the territory as a field for defining policies that are more adherent to the needs of specific contexts (Campagnari and Ranzini, 2022). These are, for the most part, paths of collective action, fluidly constructed between formal and informal, which have progressively assumed a central role in urban governance, to the point of delineating new frames of action for local actors in territorial transformation and new forms of collective action (Ibid.).

The set of practices of bottom-up management of public goods lacks codification in terms of overall instances and impacts and presents itself, rather, as a heterogeneous and diverse whole, with implications that are difficult to encapsulate in a single frame (Ibid.). Most of the practices of participatory management of public goods fall within the broader spectrum of urban regeneration, which emerged between the 1980s and 1990s to describe and encompass processes of reactivation of disused urban compartments (Leary and McCarthy, 2013), and which has asserted itself in recent years even beyond the academic debate, opening up a new horizon of urban action oriented no longer

towards growth but towards the rethinking and reuse of spaces and territorial resources (Campagnari and Ranzini, 2022). Urban regeneration represents an activity on an 'urban scale', involving collective interests and transforming the territory, ensuring positive social, economic, environmental and even cultural impacts. Within a relationship approach to urban transformation and regeneration, participation is not an extemporaneous process, but is linked to the need to activate inclusive decision-making paths in which public interventions are co-produced with residents (Bazzini, Puttilli, 2008).

The innovative methodologies that are often put into practice by stakeholders during the regenerative processes of places that are part of the public assets are numerous, among the best known we find Codesign (also defined as "participatory planning" or "participatory design"): a practice of community participation that actively involves community members together with other stakeholders in the process of planning, development and implementation of initiatives, projects or services. In a nutshell, Codesign is based on the idea that those who will be influenced or affected by a given project or service should be involved in the decision-making process from an early stage, rather than being mere recipients of decisions made by others. This methodology makes use of a number of auxiliary tools, such as workshops, shared planning sessions, discussions and community consultations, and is therefore very adaptable as it is able to adjust to the various social categories of local actors involved (children, the elderly, the more or less educated, and so on). The practice of codesign has now established itself not only in urban planning and public service design but also in health and education (Ibid.).

The forms of shared management of public or disused spaces, now, mostly take the form of concessions, loan for use or sharing agreements, characterised by the assumption of management, bureaucratic and maintenance burdens that are often heavy for experiences that do not intend to make a private profit from the social use of such spaces, but which, on the contrary, make them available to the community free of charge or at much more accessible costs than those of the market (Campagnari and Ranzini, 2022). For this reason, the experiences of shared management of public heritage are presented as heterogeneous examples throughout the country and struggle to achieve critical mass among themselves and to be put into a system. The aim is, in fact, to overcome bureaucratic and fiscal formalism through the creation of a new legal institution that protects the non-exclusive use of these spaces, as well as their political and social value (Ibid.).

2. First Case Study: The Enhancement of the Medici Park of Villa Demidoff (Pratolino, Florence)

The chapter is mainly based on the analysis of The report "Strategies and reflections for the valorisation of the Medici Park of Pratolino", the result of the study that has been commissioned from the Metropolitan City of Florence to the Local Development unit of the ARCO-Lab Research Center⁴ where I carried out my curricular internship from March to June 2023.

The park management model that will be analysed in this chapter concerns the management proposal presented in the research report following the context analysis and in the framework of the current management of the Medici Park of Villa Demidoff by the Metropolitan City of Florence.

The Medici Park of Villa Demidoff is, indeed, an important monumental complex owned by the Metropolitan City of Florence and located in the Municipality of Vaglia, which also benefits from the UNESCO recognition together with the other Medici Villas and Gardens since 2013. Today, the metropolitan authority's objective and will is to further enhance the Medici Park of Pratolino, by making it a more usable and accessible place for all citizens of the metropolitan territory and for those who wish to visit it, through improvements in terms of management and organisation.

To this end, the Department of Science for the Economy and Enterprise (DISEI) of the University of Florence and the Metropolitan City of Florence have started a collaboration aimed at reflecting on strategies and project proposals for the valorisation of the Park, carrying out an analysis of the territory in which the Park is located, trying to understand its main needs, and those of the Park itself, and identifying the possible lines of actions that the Metropolitan City may decide to undertake.

The process of drafting the research report was coordinated by the Councillor with responsibility for the Environment, Parks and Protected Areas, Youth Policies, and Culture of the Metropolitan City of Florence and by the Tourism and Territorial Development Office.

⁴ Arco is an acronym for Action Research for Co-Development: a university research center specialising in local development, circular economy, social economy, inclusive development, Monitoring & Evaluation and impact assessment and circular innovation and sustainable commodities.

2.1 Methodology Used to Formulate a Park Enhancement strategy.

The methodology used combined an in-depth desk analysis of the available documentation, reports and data and a participative interaction with political and technical referents not only of the Metropolitan City of Florence, but also of local institutions, academia, Third Sector entities and private sector organisations. These actors were identified by the research team in coordination with the referents of the Florence Metropolitan City Council, to interact with subjects who were informed about the potential for the valorisation of the Parco Mediceo di Pratolino and/or interested in possible future developments.

Below follows the main phases of the research:

- Analysis of previous experiences (in terms of management and proposed activities) in the Parco Mediceo di Pratolino.
- Analysis of similar experiences at a national level, involving participatory and sustainable management of parks located in urban or peri-urban areas, focusing on proposed activities and management models.
- Comparison with 30 key local stakeholders, both institutional and non-institutional (Metropolitan City of Florence, Municipality of Vaglia, interested organisations, citizens of the municipality where the park is located, etc.) - listed in the table below.
- Formulation of proposals on possible activities and initiatives to be developed and possible management models to be applied.

Type of Stakeholder	Organization	Person Interviewed
Institutional	Metropolitan City of Florence- Tourism and Territorial Development Office.	Lara Fantoni
Institutional	Metropolitan City of Florence- Councillor with responsibility for Environment, Parks and Protected Areas, Youth Policy, Culture.	Letizia Perini
Institutional	Metropolitan City of Florence- Head of Cabinet.	Alfredo Esposito
Institutional	Metropolitan City of Florence- Environmental Education Laboratory	Emanuele Sbaffi
Institutional	Metropolitan City of Florence- Technician of the Medici Park of Pratolino.	Matteo Vannella

Institutional	Metropolitan City of Florence- Ufficio Stampa	Michele Brancale
Institutional	Metropolitan City of Florence- Head of Asset Office	Laura Palchetti
Institutional	Metropolitan City of Florence- Trasporto Pubblico Locale	Alberto Berti, Roberta Cozzi, Francesco Margutti, Gianni Sassoli
Institutional	Metropolitan City of Florence- Edilizia	Lorenzo Di Bilio e Maria Grazia Frajese
Institutional	Mayor of the municipality of Vaglia	Leonardo Borchi
Institutional	Deputy Mayor of the Municipality of Vaglia	Laura Nencini
Academia	University of Florence - Vice-Chancellor	Professoressa Frida Bazzocchi
Academia	University of Florence - Department of Science for Economics and Business	Professore Alessandro Cocchi
Academia	Università di Firenze - Dipartimento di Scienze e Tecnologie Agrarie, Alimentari, Ambientali e Forestali (DAGRI)	Professore Simone Orlandini
Academia	University of Florence - Department of Science for Economics and Business	Luca Bagnoli
Academia	University of Florence - Department of Science for Economics and Business	Paolo Brunori
Third Sector	Confcooperative	Francesco Fragola
Third Sector	Co&So	Lorenzo Terzani
Third Sector	Consorzio Zenit	Valentina Blandi
Private	Parco Avventura Il Gigante	Francesco Ricci
Private	Hospitality Innovation Academy (HIA)	Giancarlo Carniani
Third Sector	PROLOCO Vaglia-Mugello	Costanza Villani
Institutional	Sito seriale UNESCO Ville e Giardini medicei in Toscana	Laura Della Rosa
Third Sector	Associazione Amici delle Ville e Giardini Medicei	Antonio Galipò
Third Sector	Associazione Dimore Storiche	Giorgio Pozzolini
Third Sector	Orchestra Regionale Della Toscana	Daniele Spini
Private	Music Pool	Gianni Pini

Private	Sigma CSC	Susanna Holm
Third Sector	Stazione Utopia	Chiara Damiani
Private	Destination Florence Convention and Visitors Bureau	Serena Signorini

Table1: Key Local Stakeholders interviewed.

For the Medici Park of Pratolino, the basic idea that animates the political vision and reflections contained in the research report is that of combining the fruition of the cultural, green and landscape heritage with education, training and new sociality for the citizens of the Metropolitan City of Florence and beyond, in synergy with other investments such as the regeneration project of the Mondeggi Farm⁵. The historical, cultural and natural heritage of the Medici Park of Pratolino can in fact generate a potential series of ecosystem services in a way that few other places in the territory are able to do. An overall design to enhance the Park centred on integral and sustainable human development is therefore intended to have a shared generative force of metropolitan significance. In other words, the valorisation of an asset of inestimable historical, cultural and landscape value such as the Medici Park of Pratolino wants to contribute to increasing the social and cultural opportunities of the people who inhabit and will inhabit the entire metropolitan territory, in full respect of the environmental ecosystem and natural resources, with a special focus on young people and children. This calls for an in-depth reflection on the functional priorities, real estate assets, urban planning and infrastructural solutions, and design actions necessary to relaunch the role of the Medici Park of Pratolino as a common asset at the disposal of the entire citizenry to truly pursue a new metropolitan conscience centred on integral sustainable human development.

2.2 Presentation of the Villa Demidoff Park

The Medici Park of Pratolino is located not far from the borders of the Municipality of Florence, in the Municipality of Vaglia, at an altitude ranging between 400 and 500 metres above sea level, offering a view of the city of Florence, the Florentine plain and the surrounding hills. The park is located near Pratolino, a fraction of the municipality of Vaglia, along the Futa state road (SS 65), also known as via Bolognese, proceeding from the Tuscan capital in the direction of Mugello. It was

⁵ The Arco research centre has previously worked on a scientific report on the social, cultural and agricultural regeneration of the Mondeggi Farm, an estate owned by the metropolitan city of Florence that has become a symbol of the struggles for change towards a more equitable, solidarity-based and ecological society.

Francesco I de' Medici who built the villa and park of Pratolino on land that had been purchased in 1568. In the first layout of the park, covering 20 hectares, a longitudinal axis and a transversal axis were delineated with the Villa at the point of intersection. In 1872, the park was ceded by the Habsburgs of Lorraine to the Demidoff princes, from whom the park derives its present name. It remained the Demidoffs' residence until 1955, when it passed to the Province of Florence in 1981. From that date, work began on the recovery of the park, both in terms of the buildings and artefacts and the fauna and flora and environmental assets.

Since 2014, with the passage from the Province to the Metropolitan City of Florence, the management of the Medici Park of Pratolino has been under the responsibility of the metropolitan authority.

The Park covers an area of 155 hectares, of which approximately 100 hectares are woodland, 45 hectares clearings and the remaining 10 hectares divided between lakes, buildings, and internal roads. Since 2013, an area of the park covering 22 hectares has been inscribed on the UNESCO World Heritage List. At present, the area accessible to visitors corresponds to an area of 60 hectares. To date, the Pratolino Park presents an offer articulated in three main macro-fields:

1. A place where citizens from the surrounding municipalities spend a day in contact with nature.
2. A place where environmental education initiatives are carried out with local schools thanks to the presence of the Environmental Education Laboratory.
3. A place where events and initiatives of various types are organised during the opening period, with the active role of external actors in agreement with the Metropolitan City of Florence

The Pratolino Park is open to the public from April to October included, on Fridays, Saturdays and Sundays and on official holidays. Opening hours are 10am-8pm from April to September, 10am-6pm in October. Admission is free without reservation. At times of the year when the park is not open and from Monday to Thursday during the opening period, the park can be visited from 9 a.m. to 2 p.m., by appointment only.

The park houses numerous points of artistic interest, above all the Colossus of the Apennines (a work by Giambologna for which the park is most well known), it hosts Buontalenti's works and artefacts of the original Medici style (Chapel, Cupid's Cave, Scuderie, Villa Paggeria, Gamberaie), houses two Italian-style gardens in the Medicean part and at the same time is surrounded by a romantic-style garden-landscape (the result of 19th-century interventions, when the property passed first to the Lorraines and then to the Demidoffs), and offers paths in the park's woodland - where safe - within its boundaries.



Figure 1: Buontalenti's Chapel.



*Figure 2: Colossus of the Apennines.
Figure 2: Mask's Cave.*



*Figure 4: Greenhouse in Villa Demidoff.
Figure 5: Italian-style Garden.*



Figure 6: Cupido's Cave.





Figure 7, 8, 9, 10: Ancient Artefacts.



Figure 11: Archaeological Finds of Pipes from Ancient Water Games.

The park also has a series of buildings that are currently unused or under-utilised, which, due to their characteristics, may represent strategic assets for the valorisation of the Medici Park of Pratolino, allowing the functions listed above to be performed. Some of the buildings, including the Casino di Montili, the Ghiaie Complex, the Ex Scuderie, the Locanda and the Paggeria, have undergone renovation and restoration work since the late 1990s and are now suitable for a variety of functions. The buildings on which the research focused are the following:

- **Locanda**

With a total net usable area of 640.88 m² (divided over a ground floor and a first floor) + a porch of 94.27 squared meters, it was used for years as a coach house. Its current official use is both for office purposes and for a refreshment area on the ground floor.

In recent years, the Locanda has been a problem for the Metropolitan City in terms of economic sustainability, as it has not always been possible to find interested and suitable economic operators to manage it. The reduced opening hours, especially the evening closing of the Park at 8pm in the summer months, make it difficult for the Locanda's operators to secure a stable and sufficient economic income. The conformation of the building is suitable for a type of restoration that could be inspired by the idea of a literary café, capable of combining the use of the bar/restaurant on the ground floor with the use of the rooms on the first floor, potential study rooms and/or multi-purpose rooms suitable for hosting workshops for adults, young people and children. The Locanda may also be used as a wine bar through agreements with local producers.



Figure 12. Locanda



Figure 13: Locanda's porch.

- **Ex Scuderie and Fattoria Nuova**

With a total net usable area of 934.93 square metres, the 'Ex Scuderie e Fattoria Nuova' building complex was built by Buontalenti between 1579 and 1580. The left wing of the complex (Fattoria Nuova) is currently unusable and still subject to renovation works. The right wing, the Ex Scuderie, is currently in the final stages of renovation, due to be completed in 2024, and consists of three floors, which are currently not internally communicating. The official purpose of use is exhibition/convention space and for this reason the building is suitable for the organisation of permanent or temporary exhibitions; for a convention function; for restaurant/catering activities for conventions; for an artistic management function (if necessary) and/or convention storage spaces.



Figure 14: Ex scuderie and Fattoria Nuova.

- **Paggeria (Villa Demidoff)**

Its total net usable area is 2,270.82 square metres and its intended use is to host events, as well as having an executive function. In addition to housing the monumental Red Room (Sala Rossa), the building has 40 rooms distributed over 3 floors with a similar floor plan that can be used for offices and classrooms, equipped with sanitary facilities. For future use, it is expected that the building could maintain its artistic function through the organisation of events in the Red Room and temporary exhibitions. The numerous spaces on the intermediate floor could be used as offices, maintaining a directional function. The second floor could be given an educational function, since its rooms are well suited for study rooms/laboratories/research centres available to subjects who request them.



*Figure 15: External view of Paggeria.
Figure 16: Lateral view of Paggeria*

- **Ghiaie Complex**

A building complex comprising three blocks, with a total area of 145.16 + 37.68 square metres of terrace. The buildings have a total of over 25 beds, divided between several dormitories of different sizes, and sanitary facilities. The buildings have never been used for hospitality purposes and being unused since 2012 they are currently in a state of semi-abandonment. However, the buildings of the Ghiaie Complex are the only ones within the Park that, with a limited investment, could be used for overnight accommodation, particularly for classes of university students and training school participants.



*Figure 17: A Room of the Ghiaie Complex furnished for educational use.
Figure 18: Ghiaie Complex.*

- **Casino di Montili**

This is a neoclassical casino built in the 1800s and restored in 2005. The building has a large hall on the ground floor, with a vaulted ceiling and terracotta floor, which can be used for private events. On the first floor, the building has a reception hall overlooking the plain, a dining room, a kitchen and a bathroom. The building is surrounded by a large garden with a panoramic view of the plain, and there is an independent access about 200 metres away, which, however, currently presents difficulties due to the lack of parking space. For this reason, the building may in future be used for events organised within the Park of Pratolino, such as ceremonies, weddings and private events. When it is not being used for private events, the building and especially the green area in its surroundings can be used for different types of activities, such as physical and spiritual practices (yoga and meditative sessions).



Figure 19: Casino di Montili.

2.3 Main Critical Aspects of the Villa Demidoff Park

The constraint analysis has revealed that the Medici Park of Pratolino and its buildings are affected and subject to the constraints listed below:

- UNESCO Point Site (id. 175/del2013-Ville e Giardini medicei della Toscana).
- Protected Architectural Property pursuant to Part II of Legislative Decree no. 42/2004.
- Area of Significant Public Interest (Art. 1363D.Lgs42/2004) Restricted under Ministerial Decree 10/10/1964- G.U. 289-1964, (Regional Code9048196, Ministerial Code 90055).
- Panoramic Area of the Municipalities of Fiesole, Vaglia and Borgo San Lorenzo (Florence).

In this regard, reference is made to the relative Section 4 (discipline of buildings and areas of considerable public interest) of the Region of Tuscany and in particular to the directives (letter b) and prescriptions (letter c) contained therein to be applied in agreement with the competent Soprintendenza Archeologia, Belle Arti e Paesaggio for the Metropolitan City of Florence and the provinces of Pistoia and Prato.

It is important to emphasise that a large part of the park is also subject to the Operative Constraint according to lett. g Art. 142 of Legislative Decree no. 42/2004, since it is an area covered by forest and woodland: the safeguard, protection and maintenance of these areas are therefore fundamental for the complete enjoyment of the park in all its components. In conclusion, and from what has emerged from the constraint analysis, it is important to emphasise how any future functional definition cannot disregard the high historical value of the park and the buildings that insist on it, and it is precisely on the historical and cultural valorisation and recovery of the existing buildings that its redevelopment can be based.

To date, and following the research work completed by Arco, three main bottlenecks have been identified that hinder any development of the park. The resolution of these issues, through targeted public investment and intervention, is fundamental for the enhancement of the park's exceptionally valuable historical, natural, and cultural heritage. The three elements on which the future development of an effective management system for the Pratolino Park depends are as follows:

- 1) Human resources allocated: at the moment in the Medici Park of Pratolino the organisation of events and activities is carried out by a very few people, none of whom work full time for the Park. A representative of the Office for Tourism and Territorial Development of the Metropolitan City is identified to collect interest and proposals from the local actors and, after sharing with superiors, organises the programme of activities. To do this, it has the sporadic support of a person working at the tourist information office of the City of Florence, and the cabinet office of the Metropolitan City, which deals with all initiatives concerning the municipality. Given the limited resources

available, the planning of events and activities takes place year by year, and the complete programme is not ready until June, even though the park opens its doors in April. Given the undersized human resources dedicated to the Pratolino Park, it is evident that it is difficult to promote the Park to actors in the area who might be interested in carrying out different types of activities. Despite the efforts being made, this obviously has negative repercussions both on the impossibility of medium-term planning, even with larger events planned over several years, and on the difficulty of activating conventions and partnerships for the management of buildings or portions of them, or in any case for carrying out activities within them, causing the underuse or complete disuse of the renovated real estate assets present. This situation precludes a greater valorisation of the Pratolino Park in several respects. Therefore, it is necessary to have more human resources working continuously on the Park (administrative, technical, management and promotional teams), to lead in a co-ordinated and structured manner management, planning (e.g. opening hours and days, event scheduling) and the involvement of external subjects. For example, priority functions to be assigned may include:

- A Park Director, with reference both to activities related to art and culture, and to the enhancement of nature and landscape.
- A Park Promotion and Events Manager, with reference both to visitors and to interaction with organisations interested in carrying out initiatives in the Park's outdoor spaces and buildings.

- 2) Opening of the Park to the people: the current days and hours of opening of the Park of Pratolino - Fridays, Saturdays and Sundays and midweek holidays from 9 a.m. to 8 p.m. from April to October - have severely limited the carrying out of some activities within the Park itself. The food service point inside the Park (located in the Locanda), mainly due to these opening hours, has never been able to prove economically sustainable for the various operators who have been granted the concession until 2019. This has led to the opening of legal disputes between the Metropolitan City and some of the operators, resulting in the decision not to issue the concession notice for the Locanda for the past three years. As emerged also from the questionnaires to visitors, the lack of an internal restaurant is a strong limitation to the enhancement of the Park. Moreover, the closing of the Park at 8 p.m. makes it difficult to fully valorise it during the summer months, when the days become longer and it would be desirable to carry out various artistic and cultural initiatives in the evening hours for metropolitan citizens. New actors could be interested in proposing different types of activities that could enrich the Park's programming. For

these reasons, a decision by the metropolitan authority on the days and opening hours of the Park in the spring and summer season is a priority.

- 3) Viability and parking: the present system of viability and parking around the Park of Pratolino does not guarantee the required safety conditions in the days of highest affluence, even in the absence of special events. In the light of a desirable greater valorisation of the Park of Pratolino from various points of view and of the consequent predictable increase in the number of visitors, an intervention on the road system and parking lots is a priority. Since the area of intervention presents considerable limits and difficulties from this point of view, and the meetings held in the past have not led to solutions, it is recommended the opening of a working table with the main stakeholders (the Metropolitan City Council, the Municipality of Vaglia, ANAS⁶, Autolinee Toscane to identify the aspects on which to intervene and find immediate solutions).

2.4 Strategy for the Enhancement of the the Villa Demidoff Park

In the context of the analyses carried out, the strategy that the Arco research centre has developed for the valorisation of the Medici Park of Pratolino represents an initial roadmap for the Metropolitan City of Florence, the current owner of the property, to stimulate the Park's valorisation path centred on integral and sustainable human development, aimed at increasing the social and cultural opportunities of the people who live and will live in the Florentine territory thanks to a shared generative force of metropolitan significance.

The proposed enhancement strategy took up the three main macro-fields through which the park's offer is currently articulated (set out in paragraph 2.2) considering present assets and potentialities. These elements have been translated into the following macro-functions:

- Experiencing art and culture in the Park of Villa Demidoff (artistic-museum function)
- Growing, learning, and training in the Park of Villa Demidoff (formative-educational function)
- Discovering the nature and landscape of the Park of Villa Demidoff (naturalistic-environmental function).

⁶ ANAS represent the National Highway Agency (the acronym stands for “Azienda Nazionale Autonoma delle Strade Statali”).

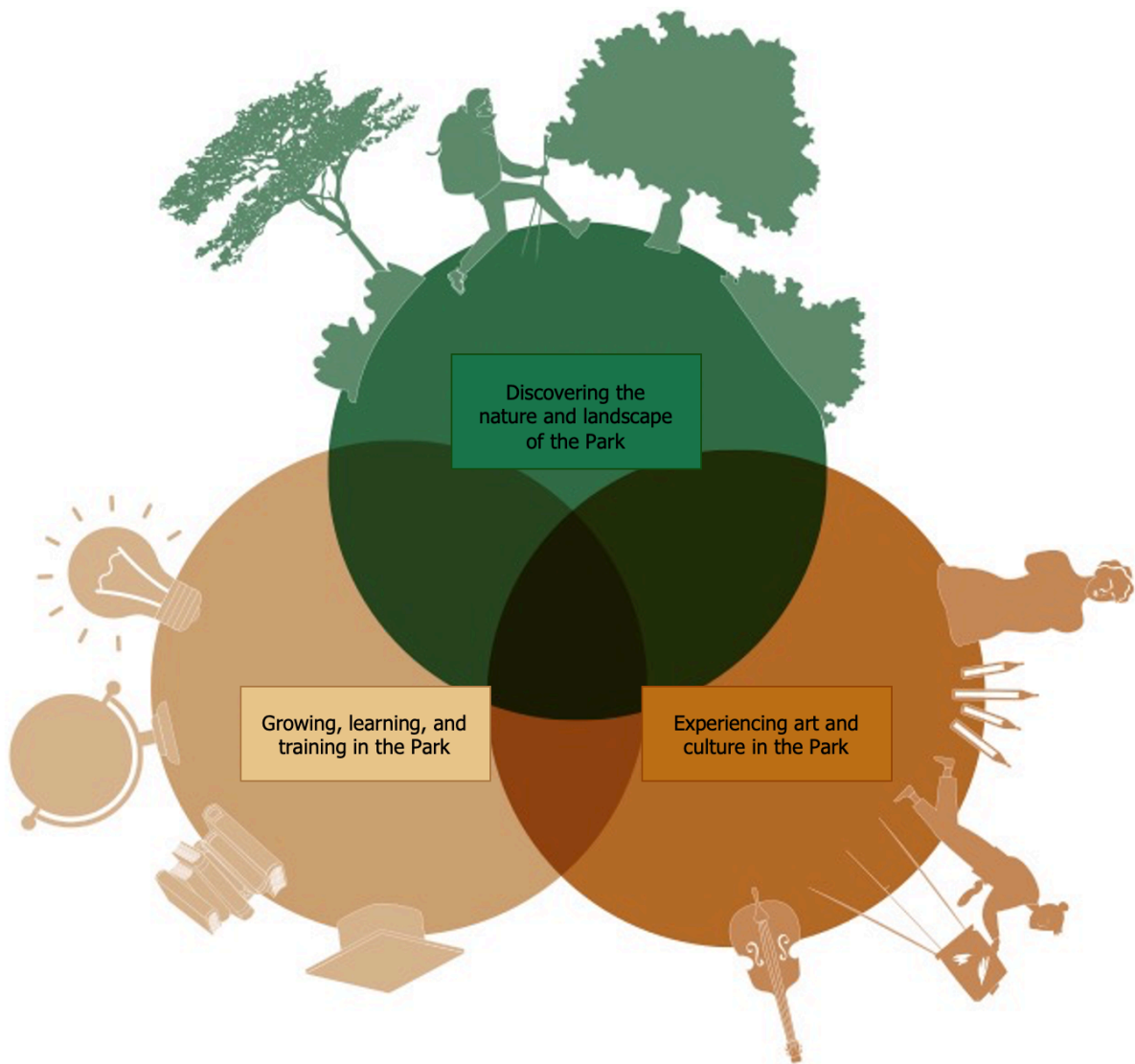


Figure 20: Macro-functions designed for the enhancement for Villa Demidoff.

Considered together, these three macro-functions can contribute in a synergetic and integrated manner both to the realisation of the three metropolitan visions⁷ as enshrined in the Metropolitan Strategic Plan (2018) and to the pursuit of the various Metropolitan 2030 Goals as set out in the

⁷ The Metropolitan City identifies three visions for the Florentine territory, consistent with the principles of the 2030 Agenda for Sustainable Development: **Universal accessibility**, as an indispensable condition for participation in social life and for the usability of spaces and services; **Widespread opportunities**, through the activation of multiple and varied resources for the expansion of socio-economic opportunities throughout the metropolitan area; **Welfare Territories**, looking at the rural territory as an essential asset for the eco-systemic balance and integrated development of the territory.

Metropolitan 2030 Agenda for Sustainable Development⁸. The overall framework represents a proposal for the Park in which the three main macro-functions complement and reinforce each other to serve the community and citizenship. In this way, the different functions and specific uses of the buildings and open spaces would be meaningful not only when considered individually, but above all as an integral part of an overall design that could allow a qualitative step forward in the enhancement of Pratolino Park, to the benefit of the entire community.

Experiencing art and culture in the Villa Demidoff Park

The Park has the potential to become a true art and museum centre, overcoming its current limitations. Currently, visitors can request guided tours that include the Red Room at the Paggerie, the Chapel, the Cupid caves, Giambologna's Giant, as well as the exhibition 'Theatre and Entertainment in the Florence of the Medicis' located in the Ex Scuderie. However, there is room for considerable enhancement.

Firstly, the artistic side of the park is manifested through the numerous works of art it contains, such as the creations of Buontalenti. In addition, work to restore the water fountain system of the Villa Medicea will add further artistic-architectural value by 2025, attracting a wide public. In this regard, a path dedicated to water could be created, highlighting its different functions in the Park. Since 2013, the Park has been part of the UNESCO circuit of Medici Gardens and Villas, allowing connections with other historical sites in the area. It also participates in initiatives such as the national day promoted by the Associazione Dimore Storiche Italiane, offering free visits.

The Ex Scuderie, currently being renovated and fully usable from 2024, will be able to host permanent and temporary art exhibitions, thanks to their architectural features. The buildings could also serve as a location for conference events as well as hosting a bar/restaurant in the large hall on the second floor.

The Park is suitable for hosting various artistic, musical, theatrical and cultural events both outdoors and in the buildings, above all the Red Room. The Park's potential to host such events has also been emphasised by the premium assigned to activities in the Park in the call for proposals in favour of cultural organisations and associations based in the metropolitan area.

⁸ In 2022 the Metropolitan City of Florence began a process aimed at drafting its own Agenda to align itself with the National and Regional Strategies for Sustainable Development at the metropolitan level, translating and adapting the national priorities and guidelines to the specifics of the Florentine metropolitan context. The work of drafting the Agenda envisages the support of the Department of Economic Sciences and Management of the University of Florence.

The construction process is also accompanied by a structured participatory process, carried out by the company Avventura Urbana S.r.l, aimed at achieving a shared vision among administrations, stakeholders and citizens, on the future development of the metropolitan territory in terms of social, environmental and economic sustainability.

In recent years, there have been summer music festivals and classical music concerts in the Park, organised by associations such as Music Pool, the Orchestra Regionale della Toscana and the Orchestra da Camera Fiorentina, which, during interviews conducted, expressed great interest in the possibility of replicating such initiatives in the future. In addition, the Park used to host the 'Ruralia' fair, dedicated to farming, agriculture and the environment and organised by the Metropolitan City of Florence with the main trade associations active in the area, the support of the municipalities of the metropolitan area and representatives of the livestock sector.

Growing, learning, and training in the Villa Demidoff Park

The educational function of the Villa Demidoff Park is currently mainly carried out through the Environmental Education Laboratory, which welcomes groups of primary and secondary school students every day. However, there are opportunities to expand this role in several directions.

Firstly, the Locanda, located in the centre of the Park, could be used to create spaces suitable for lessons or workshop activities for children and adults. The same possibility extends to the rooms on the first and second floors of the Paggeria, despite their limited capacity. Moreover, the Ghiaie Complex, with its three buildings and over 25 beds, could serve both as an overnight facility and as a venue for lessons, conferences or training courses thanks to a multifunctional hall.

By exploiting these buildings and the beauty of the surrounding landscape, the park could expand its educational function in various ways. Given its proximity to Florence and the Mugello valley, the Park could expand its educational role on several fronts. Firstly, it could enhance the existing workshop and promote public and private summer centres, offering all young citizens the opportunity to discover the Villa Demidoff Park as part of their educational path. This would require support services such as shuttles and an organised plan to involve students during the 12-week summer holiday, favouring free access and promoting social cohesion.

Secondly, various training schools and agencies could use the park's spaces for free or paid courses, both in the arts-cultural and nature-environmental fields, in collaboration with existing activities in the park. This could refer in particular to training in the artistic-cultural sphere (in synergy with the first function) as well as in the naturalistic-environmental sphere (in synergy with the third function), as already highlighted by previous collaborations and recent interests shown by several actors in the territory. Also, the University of Florence could use the Park for its own training activities, with particular reference to spring/summer/autumn schools, seminars and conferences, project meetings, etc. To do this, however, it seems necessary to solve the problems concerning public transport, internal mobility and accommodation in the Park or in its immediate surroundings.

Finally, thematic educational paths for young people could be structured, focusing on Global Citizenship Education, addressing topics such as climate change, sustainable development, personal

and nature care, as well as historical-cultural and artistic elements in the park. These routes, interactive and perhaps even partially virtual, could also attract schools outside the Metropolitan City, involving a wider audience.

Exploring the nature of the Villa Demidoff Park

In addition to the recently renovated buildings, the park offers a rich floral heritage and a wide range of open spaces that perform an important naturalistic and environmental function.

Its proximity to the centre of Florence makes the park a place to be in contact with nature during the opening months and especially on weekends in the spring and summer months. Guided tours make it possible to explore the naturalistic and environmental areas, offering routes through the forest previously agreed upon with the Direction of the Park. The Environmental Education Laboratory not only provides free access for students, but also offers important lessons on environmental protection and enhancement. For the future, the Metropolitan City hopes to expand the accessible area of the Park, which is currently limited to about one third of the total, guaranteeing safety in greater portions of the park for excursions of various levels. This would make it possible to enhance historical water and green routes. Likewise, the park could be used for physical, mental, and spiritual practices and disciplines to be practised in nature (e.g., yoga and its variants, meditation). A further strategy to make the park even more attractive would consist in restoring ancient types of fruit trees, which would contribute to giving the place the ancient charm of the Medici Garden.

The framework that would be created for the Park of Pratolino would be suitable for restoring its uniqueness in the Florentine context, thanks to the possibility it would offer the community to explore the nature, landscape and history of this place, guaranteeing an experience of great value for the physical and mental well-being of each visitor.

2.5 Governance Proposals for the Villa Demidoff Park

In addition to the three vectors of development set out in the previous paragraph, during the drafting of the research report, an analysis was added on the gradual path towards a full valorisation of the Villa Demidoff Park, which takes into consideration the Metropolitan City's vision and the park's tangible and intangible assets and can be conceived and described through different incremental levels on a scale from 0 (underutilization) to 5 (maximisation of the park's potential).

◇ Level 0: Decommissioning

⇒ Abandonment of the park or selling it to a private entity.

◇ Level 1: Disinvestment

- ⇒ Opening to the public during a reduced period of the year or only on certain holidays.
- ⇒ No services offered nor events organised.
- ◇ **Level 2: Maintenance [Current situation]**
 - ⇒ Open to the public from April to October on weekends (Friday-Sunday) with closing at 8 p.m.
 - ⇒ Investment in the renovation of buildings and ongoing maintenance of the UNESCO area and portions of green areas.
 - ⇒ Limited promotion for initiatives and events mainly by external stakeholders.
 - ⇒ Maintaining the activities of the Environmental Education Laboratory.
- ◇ **Level 3: Regeneration**
 - ⇒ Opening to the public from April to October on weekends with extended evening hours in the summer months.
 - ⇒ Opening of the restaurant/bar located in the Locanda.
 - ⇒ Investment in promotion for the organisation of more initiatives/events, including in the evening hours of the summer months, by hiring appropriate staff.
 - ⇒ Collaborations with external organisations for greater utilisation of spaces.
 - ⇒ Relaunch of education, awareness and utilisation activities aimed at school students.
 - ⇒ Working table on viability established with priority on resolving the parking issue.
 - ⇒ Provision of a dedicated management structure for the Park, through the recruitment of appropriate personnel.
- ◇ **Level 4: Enhancement [desired level in the medium term].**
 - ⇒ Park opening increased in terms of months and/or days.
 - ⇒ New attractions open to the public, starting with the Viale degli Zampilli and the Park Museum.
 - ⇒ Calendarisation of seasonal and multi-annual events.
 - ⇒ Increased usable green space through increased investment in green security and maintenance.
 - ⇒ Stable partnerships with external organisations for the use of indoor and outdoor spaces.
 - ⇒ Resolving the issue of parking and accessibility by local public transport.

- ⇒ Availability of services / solutions for internal mobility.
- ⇒ Ticketing and at least 50 per cent coverage rate.
- ⇒ Clear and established governance structure with medium-term planning.

◇ **Level 5: Elevation**

- ⇒ park open all year round.
- ⇒ Use of all available buildings through permanent activities and long-term partnerships.
- ⇒ Entire Park area usable by visitors.
- ⇒ Ticketing and coverage rate of at least 80 per cent.
- ⇒ Public-private governance with a long-term vision.

We can see how, starting from level 3, the path is opened for a governance of the Park based on a collaboration with external organisations for greater use and utilisation of space. In subsequent incremental levels, this collaboration assumes the characteristics of a continuous dialogue and a consolidated organisation until the implementation, in level 5, of public-private governance with a long-term vision.

In addition to the resolution of the critical issues illustrated in paragraph 2.3, there is also the need for the Managing Authority to carefully reflect on how to handle such an important yet complex public asset as the Medici Park of Pratolino. In this regard, the reflections shared in this chapter seem to indicate four possible alternative scenarios:

- Continuing with an overall management and organisation of the Park completely at the expense and responsibility of the Metropolitan City (except for the concession of the Locanda), even with the desire to increase its public enjoyment;
- Maintaining the Metropolitan City as the main managing body of the Park in collaboration with organisations of the territory to which specific buildings should be assigned;
- Assigning the overall management and organisation of the Park to an actor or a plurality of actors of the territory (e.g. grouped in a Association) with a medium-term planning;
- Creating a special body of participatory governance for the Park (e.g. Park Authority, Community Foundation, mixed public-private company) with a long-term vision.

Each scenario undoubtedly presents advantages and disadvantages and requires specific enabling conditions in addition to resolving the issues of dedicated human resources, accessibility to the public, and road and parking facilities, which are valid regardless of the governance mode.

Starting from the third level of intervention, consideration must be given to the possibility that the park, once it is made more usable thanks to an efficient public transport system and more attractive thanks to a richer (cultural, naturalistic and educational) offer, will attract a greater number of

people. Despite the fact that one of the main objectives of the outlined intervention strategies is to make the park accessible to a wider public, the risk of its excessive commercial over-utilisation must nevertheless be considered. In this regard, it is even more fundamental to have adequate human resources dedicated to the management of the park, with the necessary surveillance equipment, especially during evening opening hours and in the presence of events hosting large numbers of visitors, as well as a plan to safeguard the park's natural, historical and cultural value. However, given its decentralised position with respect to the city centre, it is excluded that the park will ever suffer from the dynamics of mass tourism that instead affect other natural and cultural sites such as the Boboli Garden. In accordance with the above analyses, an adequate allocation of internal human resources, combined with the active participation of local institutional and non-institutional actors, could guarantee a sustainable valorisation of the park in respect of its naturalistic, historical and cultural value.

3. Second Case Study: LUMEN - Laboratorio Urbano Mensola.



Figure 21: Frontal View of LUMEN'S Main Building.

Lumen is a cultural and associative space located in the Mensola Park area, a space on the border between two different neighbourhoods - Nave a Rovezzano on one side, Coverciano on the other. It consists of a regeneration project on a cultural basis, an attractive pole for associations and realities in the area and an incubator of autonomous and sustainable economic dynamics. Thanks to the active participation of numerous realities of the third sector, cultural associations and private subjects attentive to social business, LUMEN represents an innovative reality capable of reconciling responsibility and civic participation, personal and professional training and respect for the environment and the community to which it belongs.

With regard to the case study examined, it is necessary to retrace the stages that led to the birth of LUMEN and the actors involved, in order to give a composite image of the territorial and anthropological context in which it is embedded.

LUMEN is included in the list of municipal real estate assets intended for economic purposes, defined by regulation as follows: " property not instrumental to the exercise of the municipal

administration's institutional functions, susceptible to valorisation in the meaning of disposal" (Municipality of Florence, 2017).

3.1 Methodology used for the presentation of the LUMEN case study.

The LUMEN project boasts a complex history whose narrative is intertwined with the history of so many realities rooted in the Florentine territory before the project began and involves a series of spontaneous initiatives that few official sources have so far been able to describe.

This chapter draws its sources from an analysis of the existing literature, enriched by some legal documents concerning the concession of the space by the Municipality of Florence to the Association "Ichè ci Va ci Vole".

The author's participation in the project, during the 2023 summer opening season, as part of the staff was useful for the reconstruction of the facts. In particular, this participation subsequently made it possible to interview members of the executive board to extrapolate information that is difficult to find. First of all, mention must be made of the architect Arianna Camellato, who made available her master's thesis entitled "(HOW) TO DESIGN A PROCESS. Architecture of the storytelling of a case of social innovation" which recounts through innovative communication techniques the entire LUMEN process including its development up to the present day.

Further information was extracted from documents drawn up by the researchers of Codesign Toscana - a cultural association that promotes social innovation through design methodologies - on the territorial and social context of the LUMEN Project.

This chapter traces the fundamental chronological stages that led to the birth of the LUMEN Project as an initiative by the Social Promotion Association Ichè ci Va ci Vole.

The features of the area under concession by the municipality of Florence are then described, together with the characteristics of the broader and more fragile territorial context in which the project is set.

It then moves on to a description of the cultural programme promoted at LUMEN, which includes daytime and evening activities and its participatory management mode, and finally concludes with an analysis of the main criticalities that this model presents at the current stage.

3.2 Territorial Context of the Lumen Project

Lumen is a cultural associative space located in the Mensola Park area, a space on the border between Coverciano, a notoriously wealthy neighbourhood, and Nave a Rovezzano, which is more fragile from an economic and social point of view. LUMEN is the result of a regeneration project on a cultural basis, an attractive pole for associations and realities in the area and an accelerator of autonomous and sustainable economic dynamics. Thanks to the active participation of numerous

realities of the third sector, cultural associations and private subjects interested in social business, LUMEN is a candidate to be an innovative reality capable of combining responsibility and civic participation, personal and professional training and respect for the environment and the community to which it belongs.

With regard to the case study examined, it is necessary to retrace the stages that led to the birth of Lumen, in order to give a composite image of the territorial and anthropological context in which it is inserted.

Lumen is included in the list of municipal real estate assets destined for economic purposes, defined by regulation as follows: "property not instrumental to the exercise of the municipal administration's institutional functions, suitable for valorisation in the mining of disposal" (Municipality of Florence, 2017).

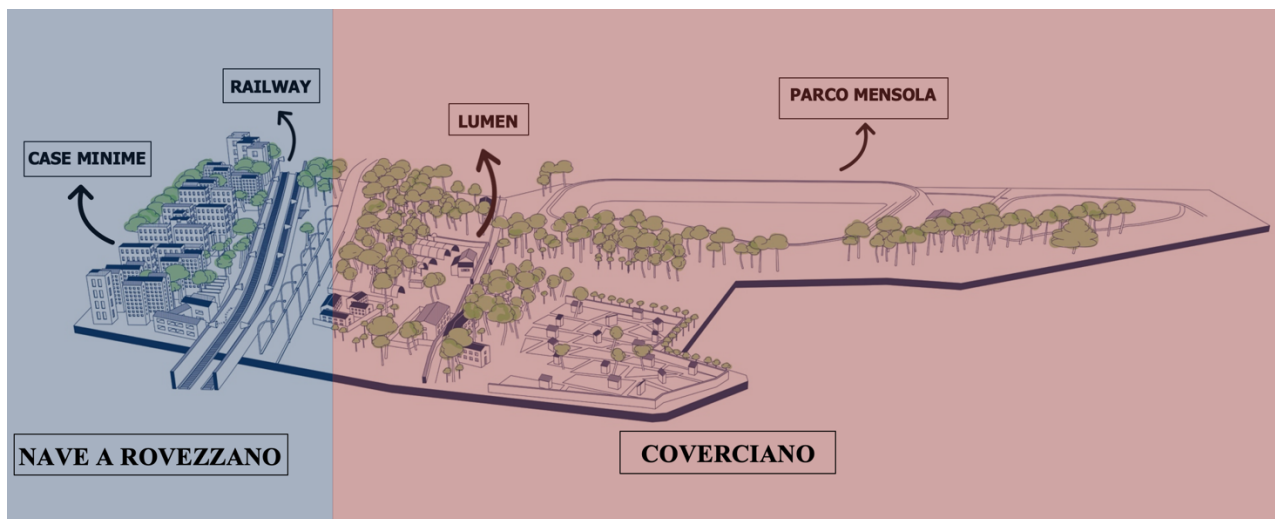


Figure 22: Territorial Context of the Lumen Project.

The area in which the Lumen Project is located, an ancient property of the Bracci family, is close to the villa of the same name, and was destined for agricultural use like most of the surrounding areas, where urbanisation began in the 1960s. Once the historic family had passed away and consequently lost its original function, the area passed into the ownership of the Municipality of Florence, eventually ending up on the list of assets for alienation belonging to it. The precise time span of this phase in the space's history is still difficult to reconstruct, but we know that a new vital phase began in 1988 with the foundation of the 'Cooperativa il Guarlone'⁹, which took over management of the asset in that year. Via del Guarlone 25 became one of the territorial centres of the local health authority, with the function of a centre for the Drug Addiction Service (SERT). It was in those years

⁹ The name derives from one of the two parallel streets (Via del Guarlone on one side, Via della Chimera on the other) within which the area under consideration is located.

that the centre's period of greatest activity took place, with the installation of greenhouses for agricultural use that are still standing today.

The Cooperative's management experience lasted until 1990, from which time onwards the space was used as a day centre for the Drug Addiction Service (SERT) for the next fifteen years, with various management changes and periods of inactivity in between.

Then began a phase in which the space entered a stage of suspension, becoming the scene of various occupations. We can understand even more the delicacy of the area if we take into consideration the proximity of the neighbourhood of the Case Minime¹⁰ and public houses assigned to the Rom-Macedonian community¹¹, separated only by the little-used Rovezzano train Station. Also to be considered is the vast Mensola park, whose redevelopment into a park, with the construction of the expansion tanks, will only begin in 2018; until then it had been another grey area lacking in services for its use.

This complexity of context has caused the area to be always perceived with concern by the neighbourhood's population, so that it gained the reputation of "quadrilateral of fires" given the numerous abuses that have occurred there, a name also used for its widespread use as a dump. In 2015, the first 'unofficial' occupation took place, which took the name of 'Il Rovo', a group that was part of a network that included other historical occupations in the Florentine area. From the moment they entered the area, they began cleaning up the rubbish in the area and clearing away the spontaneous vegetation that had grown over the years of inactivity. During their stay they developed some cultural activities, and the occupation also became residential until they came into conflict with one of the occupying groups in the area, a situation that leads to the occurrence of an arson attack that also involved the building, which forced the occupying inhabitants to leave. In February 2019, the official eviction finally took place: from then on, the area returned to its suspended state, at the mercy of its unhappy complexity.

¹⁰ The neighbourhood of the Case Minime in Via Rocca Tedalda is a public housing district, built between the 1950s and 1960s. It is in a very poor state of preservation and there have been demolition and reconstruction hypotheses over the years.

¹¹ "Borgo Il Guarlone" is the result of a commission given by the municipality to the Michelucci Foundation in 1993, to make concrete proposals for solving the critical issues of the Rom settlements spread throughout the municipal area. The hamlet is home to about thirty people from an extended family who were immediately open to dialogue.

3.3 The Juridical Framework of the Birth of LUMEN

Around 2012, a number of cultural associations were born in the Florentine territory: often initially formed by young people from university collectives, including Riot Van and NoDump¹², who, moved by the desire to revitalise public spaces and abandoned places, began to clean up the Giardino della Carraia, a green space in the San Niccolò district, right in the historical centre of Florence, where in 2013 they organised the "Icchè Ci Va Ci Vole"¹³ Festival for the first time. The event represented an informal opportunity for local artists and musicians to freely express themselves and regenerate a disused garden and was only the first stage of a path that saw the organisation of many other festivals at the Parco della Carraia. A few years later, the event was transferred to the park of Villa Favard, which had similar characteristics of decay to the Parco della Carraia. Villa Favard is a public garden of the Municipality of Florence located in the district of Nave a Rovezzano.

The 'Icchè Ci Va Ci Vole' Festival then found a new home and year after year it gathered more and more local actors, growing in quality and complexity of the cultural initiatives proposed. For this reason, in 2017, many of the associations involved in the organisation of the Festival decided to found the "Icchè Ci Va Ci Vole" Social Promotion Association - Third Sector Entity (ICVCV).

The association then began a research phase in an attempt to find a space in the city where to give continuity to the successful cultural activities proposed during the various editions of the Festival. In 2020, during the preparation of the annual edition of the Festival that was to be held in the Parco del Mensola, the association's executive came into contact with the administrators of Florence's Quartiere 2, which hosts the Park. During this meeting, the executive was made aware of the existence of a suitable space in Via del Guarlone 25, on which Lumen would soon be established.

To take advantage of the property in question, the ICVCV association relied on Article 20 of the Municipality's Real Estate Regulation, which expresses the possibility for real estate owned by the municipal administration and belonging to the state property or the non-disposable heritage to be assigned in free concession to third entities on the basis of a project highlighting utility for the community. The projects then had to be positively examined by the competent Directorate and declared of interest by the Municipal Council with a specific deliberative procedure, proposed by the latter.

¹² both groups of students from the architecture department who, interested in doing activities outside the university, began as the "CTRLALTCANC collective", and then set up as the NoDump cultural association in 2012. Its main activity was the creation of installations for public space, using reclaimed materials, to generate awareness and reactivation).

¹³ The name of the Festival derives from a typical saying in the Florentine dialect that expresses the feeling of satisfaction and benefit derived from obtaining something that was needed.

From that moment on, the political dialogue phase began, with no less than eight round tables being held to verify the hypothesis with the relevant political actors, such as Non-Housing Heritage, Urban Planning and Green Areas, and Youth Policies Department of the Municipality. This resulted in the hypothesis of a 30-year concession for free use, at the end of which the area would be returned, with a surplus value on the initial valuation. All this would have been done by direct assignment to the Association, i.e. without going through a call, a fact also justified by the ten-year history of activity that the Association ICVCV could boast in the Florentine territory. The fact would have constituted a national unicum.

The area envisaged by the agreement with the municipality of Florence in via del Guarlone 25 constituted the continuation of the Mensola river system, subtracted from the redevelopment that took place in the Mensola Park as it constituted a node of social interest in need of greater attention, being a potential hinge (as we can see from the figure 23) between the affluent district of Ponte a Mensola (Coverciano), located north of the Park, and the conflictual area below described in this paragraph.

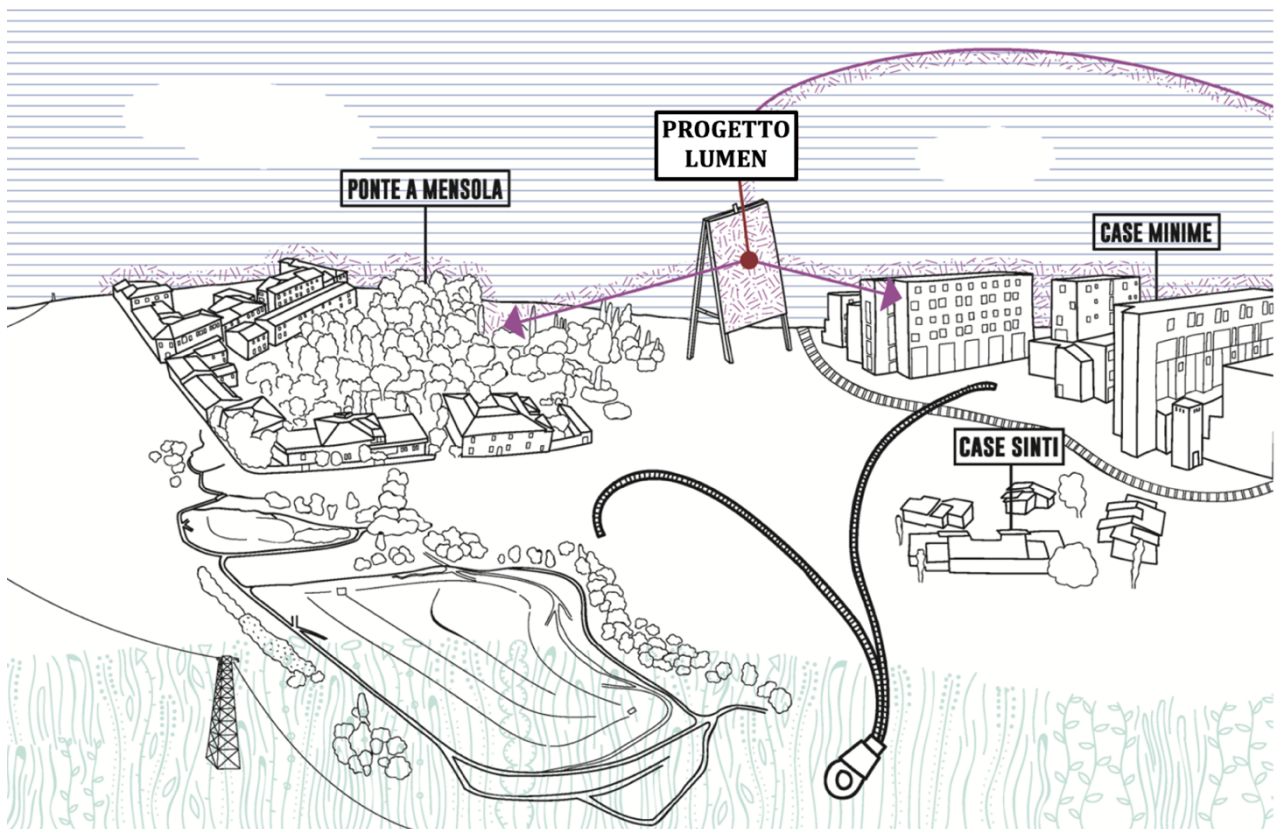


Figure 23: Representation of the complexity of the LUMEN's territorial context.

The association's board then developed a plan of action (2021-2027) to be delivered to the competent offices of the Municipality of Florence containing the proposal to change the intended use in the Operational Plan to change the green space around the building from 'public green' to 'green

pertaining to the building'. During this phase, according to the municipal administrative procedures, it was possible to submit observations to the Operational Plan. At this stage, some outdoor spaces (the portions of the orchard, well and minor greenhouse present) were added to the concession area. An initial inspection by the ICVVCV Association, which is largely made up of architects, then took place, during which it was found that the building, despite the neglect of previous years, was structurally stable (and yet, to this day, there is no certified expert's report on the health of the building).

At that time, the municipality expressed the counterproposal of a Pact for Common Goods for the management of the space, which was, however, rejected by the Association ICVVCV, which intended to proceed with the concession hypothesis. During the summer of 2021, the hypothesis of obtaining a temporary concession of approximately 18 months as a preliminary to the 30-year concession was consolidated. The terms of the concession implied that the concessionaire (ICVVCV) would be charged for all ordinary and extraordinary maintenance of the building and pertinent greenery, as well as all additional expenses and utilities useful for the planned activities.

On 30 December 2020, the project was approved as a Project of Public Interest. The public property in Via del Guarlone 25 was then assigned to the ICVVCV Association as a conditional concession for 18 months, pending the future approval of the Operational Plan. Once the Operational Plan was approved, the 30-year concession would then start.

Thus LUMEN, an acronym for Laboratorio Urbano Mensola, was born. Since then, the first members of the Association began to dedicate their free time to activities that could contribute to the regeneration of the place, in order to prepare it for the opening scheduled for July 2021. These activities consisted mostly of removing rubbish, clearing the brambles that had colonised the usable space and building the first useful structures.

3.4 LUMEN today

The story of Lumen then officially began with its opening to the public in July 2021. Over the next two years, the space was equipped with a series of assets and services that made it increasingly welcoming, including the implementation of the catering activity with the addition of the pizzeria service, following the construction of two temporary architectural structures (figure 33). The association itself was restructured according to a new executive, which includes the following positions: Presidency and the derived institutional relations; Vice-Presidency and call-writing; Secretariat; Communication and Press; Treasury; Artistic Direction; Workshops and personnel management; delegation of catering and related personnel; Communication. In view of the expected opening of a summer season full of events and the large number of people expected, the association

began to establish relations with agencies dealing with administration-related services, including ALIA Servizi Ambientali, for waste disposal. From an initial self-management by the ICVCV Association in charge of the space, it then moved on to a structured bottom-up management model that, with the support of a series of local institutional actors, guaranteed a cultural offer in an area that would otherwise be atrophied.

LUMEN's staff was also starting to grow. However, even though the pizzeria and bar staff were regularly paid according to an employment contract, much of the management and organisation of the activities offered at LUMEN was carried out on a voluntary basis by executive members and associates. This inevitably highlighted the economic unsustainability of such an organisational structure, especially for the executive, who throughout the year were in charge of managing the agreements with stakeholders necessary to guarantee the activities during the seasonal opening. In this regard, the first funds the association had access to were those coming from the winning of the National Call for Proposals Fermenti in Comune, promoted by the National Association of Italian Municipalities, which went to finance the preliminary interventions, including temporary architectural works to be realised in self-construction useful for the safety and use of the space, as well as a series of cultural activities to be carried out during the first two seasons of opening (2021-2022). Subsequently, the Lumen Project also won the Call for Proposals promoted by the Fondazione Cassa di Risparmio di Firenze for the financing of projects related to art, activities, and cultural heritage. Other funding opportunities concerned projects for the protection, restoration and valorisation of historical/artistic heritage, live performances, production activities, and artistic and cultural activities.

The opening season the following summer, in 2022, was even more successful than the first. In fact, after a series of renovations to install the new water and electrical system and others to improve accessibility to the space for people with motor disabilities, the space reopened to the public on the first of June, a month and a half earlier than the previous year. LUMEN's offer included a much more substantial cultural programme than the previous summer: days dedicated to children's activities and workshops, others devoted to wellness and care for the plant universe, an evening dedicated to cinema and open jam sessions, and weekends full of concerts and theatre performances. The only prerequisite for access to the space was a membership card at a cost of €5, and within a few weeks of opening, the number of subscribers reached thousands (there will be around 6000 at the end of the season).

The 2023 summer season was also a great success: many management aspects were improved and some relationships with stakeholders were consolidated given the success of previous opening seasons.

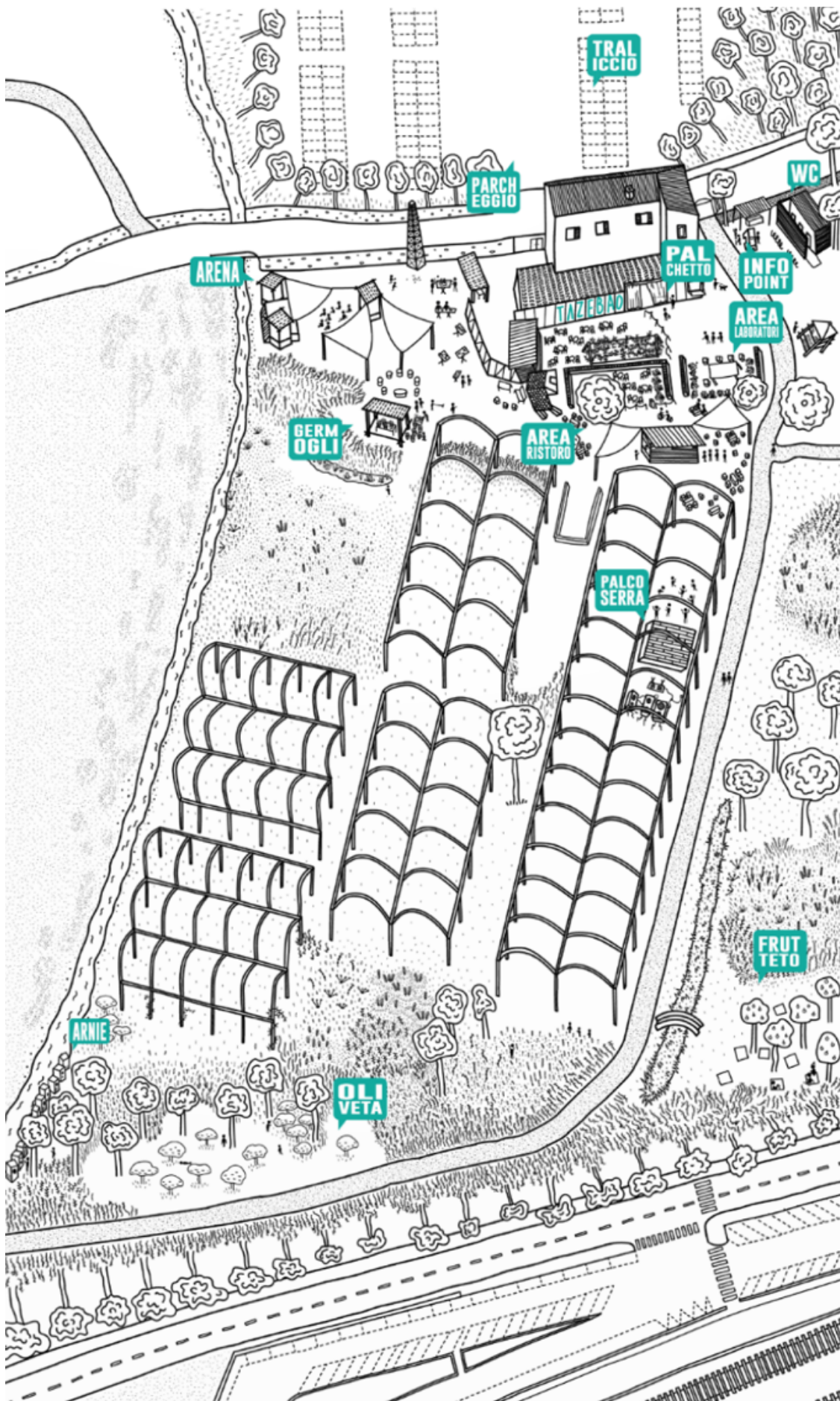


Figure 24: Representation of the LUMEN Project from an Areal Perspective.

By consulting LUMEN's website and its profiles on social networks, which are continuously updated thanks to the almost voluntary work of the communication's office', one has access to a wide and varied range of activities for adults and children:

The 'Orchard' area ("Frutteto", in the figure 24 and 28), equipped with hammocks placed in the shade of fruit trees, as well as providing a relaxation area away from the refreshment area, hosts Yoga courses at an affordable cost throughout the summer season, as well as art-therapy practices, i.e. a therapeutic method created to improve psychophysical states by enhancing all those resources that art is able to bring out in the person.

The Germogli area (Germogli, in the figure 24 and 29), which houses a small social garden, is dedicated to sustainable gardening and environmental education practices and hosts social gardens. There, it is possible to participate in a series of meetings and workshops to discover ancient artistic practices, or experiment with bricolage practices that allow one to rediscover a manual skill that is often neglected.

In addition to the already rich calendar, there are collaborations with local bookshops and other stakeholders that offer reading courses, open-air film festivals, self-construction workshops and meetings on various topics: from spagyria, an ancient alchemic discipline, to environmental sustainability in fashion production chains.

On a large lawn slightly apart from the restaurant area stands the Play Area (Arena, in the figure 24), where adults and children will find a series of amusing handmade wooden devices donated to LUMEN by the *Ingegneria del Buon Sollazzo*, an association that promotes play as a trigger for positive relationships between people of all ages. The idea that has always fascinated Mr Piero Santoni, the association's founder, was based on the conviction that play is a powerful tool for bringing people of all ages together, combining inventiveness, fun and manual dexterity, rediscovering a spontaneity and vivacity that is often only granted to children.

For children, too, the daytime offer is extremely rich: from educational workshops in nature run by kindergarten educators, to drawing workshops, to summer centres open from 9 a.m. run by the *Le Curandaie* Association, a third sector association for the enhancement of the social fabric with sensitivity to the theme of parenthood.

For the evenings at LUMEN, the skeleton of an old greenhouse has been transformed into a stage that hosts, throughout the week, countless performances by local artists spanning a variety of musical genres, guaranteeing a proposal capable of leaving room for experimentation, thanks also to the careful research carried out by LUMEN's artistic direction.



Figure 25: Art-therapy activities.

Figure 26: An afternoon at LUMEN.



*Figure 27: Palco Serra, LUMEN.
Figure 28: Students visiting the Frutteto Area, LUMEN.*



Figure 29: Germogli Area, LUMEN.



Figure 30: Handmade games from Ingegneria Del Buon Sollazzo, LUMEN.



*Figure 31: Art Laboratory for Children, LUMEN.
Figure 32: Graffiti in Arena, LUMEN.*



*Figure 33: Temporary architectures (Bar), LUMEN.
Figure 34: View of LUMEN.*



*Figure 35: Moovie Night in LUMEN.
Figure 36: Laboratory activity for Children, LUMEN.*

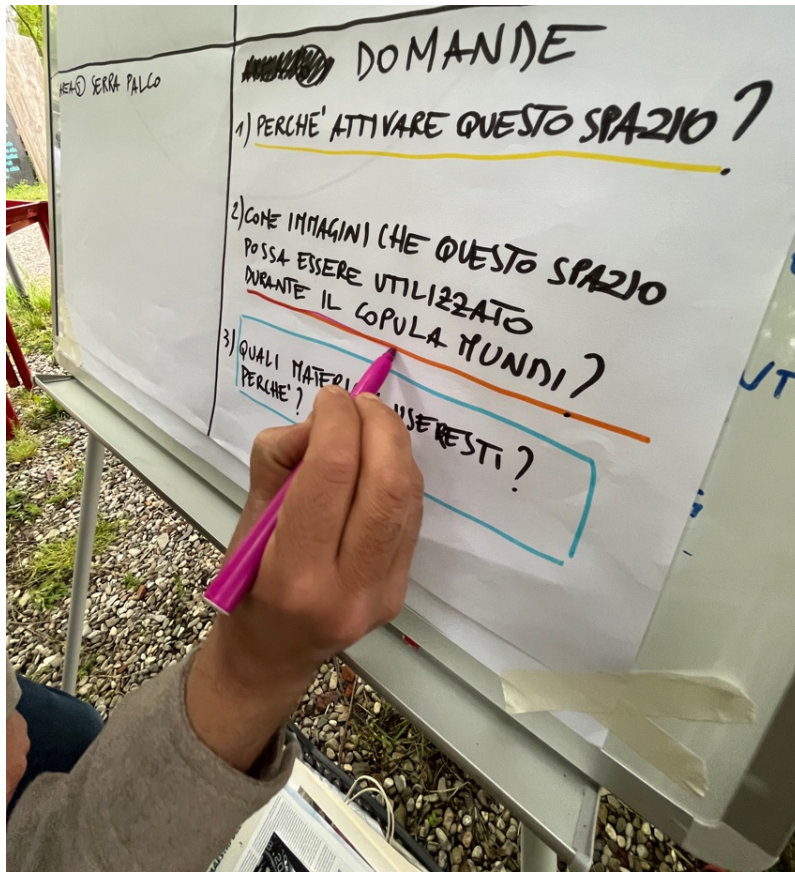


Figure 37 and 38: Participatory Planning Activities, LUMEN.

3.5 LUMEN's participatory management model

In addition to the activities described in the previous paragraph, community participation initiatives necessary for the development of the project are periodically promoted at LUMEN, which is nourished by the needs of the area and guided by them to realise those services that local administrations are unable to guarantee to the community.

This process, since LUMEN opened its doors, has been entrusted to multidisciplinary professionals and researchers who are part of the Codesign Toscana cultural association that promotes social innovation through design methodologies. The activities are aimed at imagining sustainable, resilient, and inclusive futures, helping to develop collaborative design paths by connecting citizens, public and private organisations.

In fact, the model proposed by Lumen for the management of a public asset under alienation is inspired by the principles of sustainable human development. The decision of the cultural association ICVCV to take over the management and maintenance of a semi-abandoned space in order to return it to the community contributes to the construction of a society where every citizen is invited to participate in public space in a conscious manner.

LUMEN, since its opening, has aimed to represent a place that does not survive without the participation of the local community, which through working tables and active participation methodologies guides the place's development in a sustainable manner and in accordance with local needs, where the territorial realities constituted in recognised collectives and associations can network and generate social value. For this reason, LUMEN has always defined itself as an 'association of associations' that work together to restore value to an area of the city that suffers in many respects from the dynamics of a suburban area left to itself.

3.6 Main Critical Aspects of the LUMEN Project.

The following paragraph, concerning the criticalities of the LUMEN Project is placed at the end of the chapter since, following a chronological reconstruction of events, a careful analysis of the complexity of this project is essential for the definition of its current status.

The management of LUMEN, today, presents a series of elements that limit the development of the numerous potentials deriving from the regeneration project of the territorial context of interest.

At present, the temporary concession between the Municipality of Florence and the *Ichè Ci Va Ci Vole* Association will expire in June 2024. This expiry date would dangerously undermine the 2024 summer opening season, and for this reason the association, through lawyers, has submitted a series of observations to the new Urban Plan that envisage the stipulation of a new concession useful to implement the project already approved by the Municipality of Florence for LUMEN.

In addition, the ICVCV association is incurring a series of costs for the maintenance of the building and its surrounding greenery, necessary for the LUMEN project, which are totally unsustainable. For this reason, a revision of the concession agreement of the space is urgently needed to envisage the possibility of moving from a voluntary approach to the management of LUMEN to an entrepreneurial one: the request by the ICVCV Association is to obtain a new concession from the Municipality of Florence in favour of a social enterprise (the concessionary Association is in fact considering the hypothesis of transforming itself into a social enterprise) which, as a subject belonging to the Third Sector, is eligible under Article 20 of the Regulation on the Real Estate of the Municipality of Florence.

Currently, while waiting for the property to be renovated, temporary structures have been placed to serve the LUMEN Project (bathrooms, bar and kitchen). The temporary nature of these structures, which must be set up and dismantled within a maximum period of 180 days, burdens the concessionaire association with costs that risk jeopardising the economic sustainability of the project. It was pointed out, through observations, that this critical issue could be overcome by the application of Article 18, paragraph 3 of the Building Regulations in force, according to which "the construction of temporary structures for periods longer than six months is allowed only if they are intended to serve public activities, even if managed by private entities, or to serve activities of a private nature but recognised as being of public interest, preceded by a conforming deliberation taken by the Council that acknowledges the existence of a public interest".

A further request, submitted by the ICVCV Association, is to change the purpose of use of the building, which is currently only suitable for residential purposes and not for 'community services'. Changing the purpose of use would make it possible, after renovation, to open the building to the public.

In addition, according to the city's new mobility project, the Rovezzano train station will be the final stop of the new tramway line planned for the District 2¹⁴ of Florence. In this regard, the new Municipal Operational Plan envisages the construction of an exchange car park, which would allow citizens to leave their cars before taking public transport to move towards the city centre.

This car park would extend for 35078 square metres and would cover one third of the area granted by the Municipality of Florence for the LUMEN project, with a consequent notable change in the morphology of the context in which the latter is inserted.

To get a further idea of the precariousness of the project, suffice it to say that in the agreement for the free concession of the space in question, we find it written that 'the grantor (Municipality of Florence) may revoke the concession at any time for reasons of public interest with 60 days' notice. It is almost superfluous to point out how difficult it is to carry out long-term planning involving local stakeholders in an area subject to so many external threats. The association's wish is to ensure continuity to the project throughout the year, rather than only during the summer period as it was from summer 2021 to summer 2023. However, the use of the area of concern during winter would only be possible after renovation of the only building present.

Such restructuring, by agreement, is again the responsibility of the concessionaire and the ICVCV association, which at present is not able to undertake it.

The outcome is therefore a project with obvious potential, but on many fronts its hands are tied with respect to further development that can meet the multiple needs of local stakeholders.

¹⁴ District 2 is one of the five administrative districts (without legal personality) that compose the city of Florence. Specifically, District 2 comprises the hamlets of Coverciano, Ponte a Mensola and Settignano.

4. Analysis of the case studies: the Villa Demidoff Park and the LUMEN Project.

The considerations that drive this analysis on the elements of proximity between the two case studies examined, start from a principle set out in the first chapter, namely that the commitment that the local community dedicates to the care of a public good becomes a vehicle for universal values and makes this good both local and global. There have always been two forces competing for the landscape and the environment, and thus also for the right to speak and to legislate on these topics: on the one hand the collective rights that take the name of 'public interest', and on the other the right of property and business, which acts in the name of individual profit. It is precisely for this reason that our constitution recognises the freedom of private economic initiative, but provided that it is not 'in conflict with social utility' and indeed 'can be directed and coordinated for social purposes' (Art. 41), and in guaranteeing private property it indicates 'its limits in order to ensure its social function' (Art. 42) (Settis, 2010).

Currently, the 2030 Agenda for Sustainable Development constitutes an international reference framework for the integration and orientation of the strategic planning tools of territories. The primary aim of the Agenda is to implement these instruments from an environmental, social and economic perspective, promoting governance based on sustainable development, cohesion and the wellbeing of the people who inhabit and animate this planet. In this regard, the following chapter will mention some of the instruments that the Metropolitan City of Florence has made use of in recent years to strategically coordinate and orient its policy direction with the Sustainable Development Goals.

The perception that many citizens have of the SDGs, which are still little known, is that of universal but distant goals, catchphrases that rarely find an effective practical match when it comes to the political strategies that guide our governments. On the contrary, many seemingly ordinary actions, such as the care of a common space by citizenship through participatory management represents a valuable tool for the pursuit of certain SDGs. Making citizens aware of the generative power of certain initiatives is the first step in bringing our daily actions closer to those sustainable development goals that are often considered utopian and therefore unachievable.

4.1 The Metropolitan Agenda 2030 of the Metropolitan City of Florence

The Metropolitan City of Florence has undertaken to define its own Metropolitan Agenda 2030 for Sustainable Development to direct its strategic choices towards sustainable development according to the characteristics and priorities of the Florentine metropolitan territory.

As addressed in section 1.4, the 2030 Agenda for Sustainable Development was officially adopted by the United Nations General Assembly in September 2015 as a global programme aimed at promoting the well-being of people, the preservation of the planet and prosperity, seeking to harmonise the three fundamental dimensions of sustainable development: economic, social and environmental.

The commitment to achieve the 17 SDGs (Sustainable Development Goals) and their 169 targets by 2030 has been endorsed by all 193 Member States of the United Nations. This commitment translates into a common will to "leave no-one behind", promoting a development process that involves the entire population, including the most vulnerable (Città Metropolitana di Firenze, 2022). The development perspective associated with the 2030 Agenda and its 17 Goals necessarily requires a multidimensional approach. The Agenda explicitly emphasises the importance of an integrated, participatory, and multi-level approach to addressing the complex economic, social, environmental and institutional issues that are crucial to achieving a transition to a more sustainable development model.

The 2030 Agenda for Sustainable Development is a global guide and framework for development initiatives and policies at all levels - local, national, and international. Its importance is further accentuated at a time when strategies for recovery and transformative resilience are being defined in response to the pandemic emergency and the ensuing social and economic crisis.

The implementation of the 2030 Agenda requires an innovative approach to multilevel governance, based on both vertical (between international, national, regional and local levels) and horizontal (involving public, private and social actors) alignment. This approach aims at a collective vision, exploiting the continuous interaction of resources, skills, knowledge and initiatives between different levels and sectors (Ibidem).

In the context of the international debate on localisation of Sustainable Development Goals, the importance of adapting the SDGs to the local level and the key role of local authorities in achieving the goals is highlighted. In particular, the planning process for sustainable development must reflect the real needs and opportunities specific to territories, enabling all citizens to realise their full potential.

Environmental, social and economic issues can be most effectively addressed by local actors, who must be actively involved in policies and act as key players in the sustainable management and

protection of local resources. Since the SDGs are transversal and complex, the sub-national level - including local governments, communities and other local stakeholders - must be involved in all implementation mechanisms at the national level.

For this reason, countries are establishing institutional mechanisms for the localisation of the 2030 Agenda and the SDGs at both national and local levels. Italy, for example, has developed the National Strategy for Sustainable Development, approved in December 2017, which will be implemented at regional and metropolitan levels through specific strategies (Città Metropolitana di Firenze, 2021).

In the context of the Metropolitan City of Florence, the Metropolitan Agenda 2030 aims to translate and adapt national and regional priorities to local specificities. This approach aims to promote a coherent and multidimensional systematic effort for sustainable development, cohesion and people's well-being in the Metropolitan City of Florence. Considering the diversity of the Florentine territory, it is crucial to actively involve each local community in the transition process towards an inclusive and sustainable development. Diversity, seen as a valuable resource, makes it possible to address metropolitan challenges related to sustainability and social and economic inclusion, generating opportunities for the entire territory without leaving anyone behind. Sustainable human development of the territory requires a joint commitment of public, private and social actors as well as citizens.

The definition of the Metropolitan Agenda 2030 is based on an in-depth analysis of the position of the Metropolitan City of Florence with respect to sustainable development, making use of the recent cognitive frameworks already drawn up for the Metropolitan Strategic Plan, the Metropolitan Territorial Plan and the Sustainable Urban Mobility Plan, as well as for the various municipal structural plans being defined in various areas of the metropolitan territory ((Città Metropolitana di Firenze, 2012).

All these strategic and programmatic reference frameworks have also contributed to the elaboration of the first Voluntary Local Review (VLR) of the Metropolitan City of Florence, as part of a comprehensive approach to the localisation of the SDGs, in line with the UN institutional framework.

The Voluntary Local Review (VLR) is a document that examines the position and state of progress of a territory in relation to the Sustainable Development Goals (SDGs). Basically, the VLR provides an opportunity to highlight a territory's commitment and aspirations towards a sustainable development perspective to accelerate and make strategies and actions more consistent.

Although there is no single definition or format for the VLR, some common elements emerge, albeit reflecting the diversity of territorial and national reference contexts. These common elements relate mainly to its main objective: to assess and present progress in achieving the SDGs at the local level, while strengthening local vision and commitment to sustainable development.

The VLR is a versatile tool that can positively influence different dimensions of local action and development:

- **POLITICAL:** It fosters dialogue between stakeholders, local actors and levels of government, promoting alignment between local public policies and national development strategies through the common SDG framework.
- **SOCIAL:** Facilitates civic engagement and transparency through a shared vision and participatory approach.
- **PLANNING:** Guides the management of resources and projects towards the SDGs and local priority targets.

In short, VLR is not only a monitoring and evaluation tool, but acts as a lever for local transformation towards sustainable development. It is a learning and training tool for public officials, private and social actors in all sectors, promoting transparency and accountability to foster greater civic involvement. It is also a tool to strengthen the commitment of a local community in a global effort towards sustainable development goals (Città Metropolitana di Firenze, 2021).

In the specific context of the VLR of the Metropolitan City of Florence, the planned functions include:

- Providing a metropolitan diagnosis related to all SDGs to identify sustainable development priorities for the subsequent definition of the Metropolitan Agenda 2030.
- Analysing the coherence of existing strategic planning tools with the SDGs, strengthening alignment with global, European, national and regional frameworks.
- Increase collective awareness of sustainable development by involving local actors and citizens in the process of analysing and diagnosing the metropolitan territory.
- Implement a monitoring system based on regular analysis of metropolitan performance against sustainable development objectives and targets, including up-to-date indicators, policies and initiatives undertaken.
- Strengthen local government communication and transparency regarding sustainable development priorities and performance.
- Enable the revision of objectives and targets according to the changing social, environmental and economic dynamics of the metropolitan territory up to 2030, influencing future decision-making on new priorities and policies.

4.2 The Villa Demidoff Park and the LUMEN Project: Public Goods for Sustainable Human Development

In light of the methodologies outlined in the previous section, given the principles of sustainability that inspire both management models adopted (or potentially adoptable) in the two case studies reported in this thesis, we will now undertake a qualitative analysis regarding the capacity of the two models to contribute positively to the fulfilment of certain global development goals, so that it transpires how local action is in its own small way part of a transformation process of universal scope. Which sustainable development goals are more or less explicitly pursued through the proposed management models? What methodology should be used to evaluate a participatory management of a public good that is able to give a reliable picture of its impact on the territory? How can some local initiatives network for a useful contamination to share knowledge on the national territory and to create a reference legal framework? In this chapter we will try to answer. In this chapter we will see how the Voluntary Local Review method can inspire us in assessing the role of public assets - in this case the two case studies presented - in promoting sustainable human development.

4.2.1 Analysis of the Management proposal for the enhancement of the Villa Demidoff Park.

What follows is a qualitative analysis regarding the alignment of the management proposal for the valorisation of the Villa Demidoff Park with the SDGs in the light of the information gathered through the research report in chapter 2. We will therefore proceed to assess which management tools in the park's enhancement proposal contribute positively to the implementation of actions that favour the pursuit of universally recognised development goals. The assessment of activities and their contribution to the achievement of sustainable development objectives will therefore be based both on elements already present in the park and on the initiatives proposed in the park's enhancement strategy.



Goal 3: Good Health and Well-being.

In its current state, the Medici Park of Villa Demidoff represents a place where citizens of the surrounding municipalities can spend a day in contact with nature. However, for a further enhancement of the park, a series of useful actions should be implemented: an increase in the usable green area through greater investment for the safety and maintenance of the relevant green areas, as well as for the enhancement of the area already recognised as a UNESCO heritage site; the opening of the park increased in terms of monthly and daily opening hours; the implementation of public transport services to reach the park; and the development of physical, mental and spiritual practices and disciplines to be practised in nature (e.g. yoga and its variants, meditation).

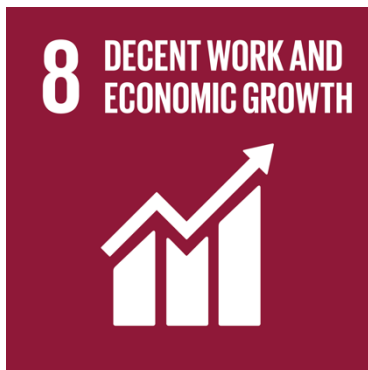
All these elements could contribute positively to the psycho-physical well-being of the citizens of the Florentine context and of all those who wish to spend a day in nature. The provision by local administrations of accessible spaces for physical activity and the mental and physical well-being of the population are fundamental in the promotion of an active lifestyle, which helps to reduce the risk of sedentary diseases. In addition, sustainable park management can help promote sustainable tourism, encouraging cultural visits and green walks that benefit the mental health and well-being of visitors.



Goal 4: Quality Education.

Environmental education initiatives involving local schools take place in the park of Villa Demidoff thanks to the presence of the Environmental Education Laboratory. Some areas of the buildings in the park that have recently been renovated (such as the first floor of the Locanda and the first and second floors of the Paggeria) could be used to create spaces suitable for lessons or workshop activities for children and adults. In addition, the Ghiaie Complex, with its three buildings and over 25 beds, could serve both as an overnight facility and as a venue for lessons, conferences or training courses thanks to a multifunctional hall. Development Goal No. 4 states that only through access to education by the entire population can economic and sustainable growth be ensured. For this reason, it is desirable to strengthen the existing Environmental Education Laboratory and to promote public and private summer centres that offer all young citizens of the Florentine territory the opportunity to discover the Villa Demidoff Park as part of their schooling.

In addition, various training schools and agencies could use the park's facilities for free or paid courses in both the artistic-cultural and natural-environmental fields. The University of Florence could also use the Park for its own training activities, with reference to spring/summer/autumn schools, seminars and conferences, project meetings, etc. Finally, thematic educational courses for young people could be organised, focussing on Global Citizenship Education, and addressing topics such as climate change, sustainable development, personal care and nature. Such initiatives would be extremely useful in promoting awareness and quality education to shape educated and aware citizens.



Goal 8 and 9: Sustainable Economic Development

The activities focused on global citizenship education that are recommended to be offered as part of the sustainable management of the Villa Demidoff park, together with the increased openness of the park in terms of monthly and daily hours and the implementation of public transport services to reach the park, can attract sustainable tourism, creating economic opportunities for local communities and promoting sustainable economic development also in protected areas.



In the context of the innovation mentioned in Goal 9 of the Agend 2030, public heritage can also provide a source of inspiration for research and innovation, encouraging the development of new technologies and sustainable solutions. The management model itself proposed for the Villa Demidoff park represents an innovative way of governance that would be a virtuous example for territorial valorisation. Furthermore, the sustainable valorisation of heritage can

create economic opportunities for local communities, fostering job creation and contributing to economic growth in a fair manner.



Goal 10: Reduced Inequalities.

The Villa Demidoff Park could expand its educational role and promote social cohesion by involving local communities and ensuring that the opportunities and benefits deriving from these public resources are fairly distributed. For this reason, for a true valorisation of the park, the importance of guaranteeing free access for all is emphasised, as well as the provision of a series of infrastructures that make the park accessible and usable to everyone.

Adequate urban and suburban public services and an internal mobility system would contribute positively to achieving this objective.

The opening of discussion tables accessible to all types of stakeholders would contribute to community involvement in the management of public assets, promoting broader and more inclusive participation. Involving local communities and stakeholders in public heritage decision-making ensures that different voices are heard and that decisions are made in an inclusive manner, reducing inequalities in decision-making. In summary, the sustainable management of the Villa Demidoff Park can be a powerful tool to promote equality, addressing cultural, social and economic inequalities and ensuring that public heritage is an accessible and beneficial asset for the whole community.



Goal 11: Sustainable Cities and Communities.

The park enhancement strategy includes improvements to the public transport service, which is also one of the first elements in making the cities we live in sustainable. In addition, educational paths focused on global citizenship education would constitute a fundamental tool for raising citizens' awareness on issues of economic, social and environmental sustainability. The enhancement of the Villa Demidoff Park would in fact be part of a territorial redevelopment process through the sustainable management of public assets, contributing to the creation of more liveable, sustainable and resilient spaces and improving the quality of life in the city. Furthermore, the suggested model for park management, through the integration of sustainable approaches, can foster urban innovation, encouraging creative solutions to urban challenges.



Goal 13: Climate Action.

The Environmental Education Workshop held in the park of Villa Demidoff offers the opportunity for many primary and secondary school students to spend a different learning day compared to the normal school lessons they usually attend. Using such public heritage sites as an educational tool can raise community awareness on climate issues and promote sustainable behaviour on an individual and collective level, allowing students to experience first-hand what it means to take care of the environment.

The promotion of sustainable mobility, through the implementation of public transport services or low-emission vehicles to reach the park, not only from the city centre but also from surrounding

municipalities, would contribute to sustainable management of the public heritage by setting an example for the local community. Furthermore, actions aimed at preserving green spaces within the park would contribute positively to adaptation and mitigation strategies by providing natural areas that absorb carbon and mitigate the effects of climate change.



Goal 15: Life on Land.

UN Sustainable Development Goal number 15 focuses on the conservation and sustainable use of the earth's ecosystems, the sustainable management of forests, and the fight against desertification and the loss of biodiversity. Among the proposals for a sustainable management of the park is the restoration of ancient types of fruit trees, which would contribute to restoring the old charm of the Medici Garden to the Villa Demidoff Park, but also to the allocation of resources for the protection of biodiversity. The proposal for a sustainable management of the park includes among its development vectors the continuous maintenance of the UNESCO area and portions of the green areas, as well as increased investment in securing and maintaining the usable green area. These initiatives would have an important impact on the conservation of natural areas and habitats that support biodiversity, thus contributing to the protection of life on Earth. Furthermore, as already stated in the previous goals, it should be emphasised that using the park as an educational tool can raise public awareness about the need to protect life on Earth, promoting sustainable behaviour and lifestyle choices.



Goal 16: Peace, Justice and Strong Institutions.

The park has an important historical-artistic value due to the presence of works of art such as Giambologna's Giant and the countless Medici works of art, but it has the potential to further expand its artistic vocation. The Park, in fact, is suitable for hosting various artistic, musical, theatrical and cultural events both outdoors and in the buildings. Using these resources, belonging to the public heritage, as cultural offerings to be returned to the community can contribute to the spread of peace education, providing contexts that foster understanding, dialogue and peaceful conflict resolution. Cultural sites guided by management oriented towards sustainable human development and active participation constitute urban spaces where laboratories of democracy can be implemented, fostering intercultural dialogue, breaking down barriers and promoting mutual understanding between different cultural

groups. Furthermore, ensuring equitable access to public cultural heritage contributes to the promotion of justice and equality, crucial elements of a peaceful society.



Goal 17: Partnership for the Goals.

Through a multi-stakeholder partnership for the management of the Park, different actors can be involved, including government agencies, non-governmental organisations, the private sector and local communities. This type of approach reflects the methodology that led to the drafting of Agenda 2030 and is therefore capable of strengthening the network between local actors who can contribute to the enhancement of the park and the local development of the area in which it is located. Moreover, through partnerships with the private sector, the park's sustainable management can benefit from additional resources, specialised skills and innovations, thus contributing to the achievement of shared objectives. Finally, the park, with its inclusion in the UNESCO World Heritage List in 2013, can become a fertile ground for collaboration between countries and international organisations, fostering global partnerships for the preservation and promotion of cultural diversity.

4.2.2 Analysis of LUMEN Project Management

Drawing inspiration again from the methodology proposed with the Voluntary Local Review for the localisation of the Sustainable Development Goals, in the following paragraph we will link each initiative undertaken in the Lumen Project to the potential fulfilment of the Sustainable Development Goal to which it contributes at the local level. Differently from the case study on the Villa Demidoff Park, in which a management proposal for the valorisation of the park was discussed, the activities analysed in this paragraph are part of an ongoing programme which has already been implemented in the area over the last three years.



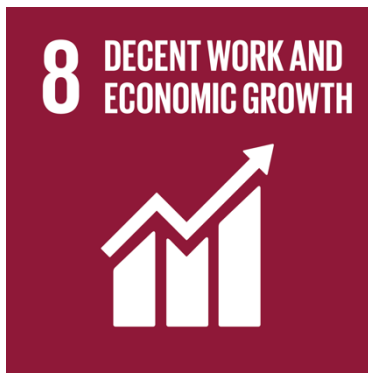
Goal 3: Good Health and Well-being.

Lumen stands on a large green area that without the takeover by the association *Ichhè Ci Va Ci Vole* would have remained in a state of abandonment. Opening its doors to the community represents an important initiative for the well-being of the people who can benefit from this space. Lumen provides a place for children from surrounding neighbourhoods to have a safe place to play during the summer, when the city empties out and economically vulnerable segments of the population cannot afford to go on holiday elsewhere. At the same time, it provides a meeting place for the entire Florentine community, guaranteeing a free cultural proposal full of initiatives to safeguard psycho-physical well-being.



Goal 4: Quality Education

The activities promoted by LUMEN contribute to the dissemination of an inclusive and equitable model of quality education. The summer camps offered at affordable prices by local cultural associations, as well as the programme of cultural activities ranging from film festivals to self-construction workshops, promote continuous and widespread learning opportunities for all. The network of *Ichhè ci Va Ci Vole* members also remains active throughout the year not only to support projects in the Florentine territory that encourage sustainable development practices, but also to guarantee support to all those students who, as in this case, choose to study the Lumen Project from an architectural and sociological point of view for the purpose of study.



Goal 8 and 9: Sustainable Economic Development

LUMEN's management model, which is part of culturally based territorial regeneration, supports a model of society based on decent work and sustainable economic growth. The management model proposed at LUMEN of an abandoned public asset makes a peripheral area more attractive for investment, both by local businesses and by investors interested in supporting cultural and tourism projects.



Indeed, the promotion of cultural and tourism activities through cultural regeneration can stimulate local economic growth, creating demand for goods and services that benefit local businesses and, consequently, generating employment, stimulating the local economy, while preserving the cultural wealth of local communities.



Goal 10: Reduced Inequalities.

The geographical location of LUMEN, as set out in paragraph 3.3, constitutes a bridge between the prosperity of the residential neighbourhood of Coverciano and the precariousness of the Case Minime di Nave a Rovezzano. From the outset, its function proved to be that of an effective hinge between people who, despite living nearby, speak different languages. Access to LUMEN, for most of the summer opening period, is permitted through the subscription of a membership card requiring the payment of 5€, which is valid annually for each family nucleus; therefore, a family must subscribe a single card for all its members. This choice was dictated by the desire to remain in solidarity with the needs of the most vulnerable families and helps to ensure the inclusiveness of the project. Enhancing public heritage through cultural regeneration can help to reduce territorial disparities, distributing resources and opportunities more equitably. Moreover, through the active involvement of the local community in the planning and implementation of activities, LUMEN contributes to reducing inequalities by allowing all voices to be heard and participate in the decision-making process. In a historical period where cultural venues are often limited to schools or museums for a fee, the presence of a cultural pole such as LUMEN allows people to approach culture in various forms, in an almost free and therefore inclusive way.



Goal 11: Sustainable Cities and Communities.

The opening of LUMEN contributes to preserving the cultural identity of the city and the communities that inhabit it through the enhancement of the public heritage of which it is a part. Since its creation, LUMEN's Project has evolved thanks to the participation of its members who have dedicated their time and knowledge to the construction of temporary architectural elements, the care of green spaces, and the sharing of ideas that could generate innovation in the territory through participatory practices. Through LUMEN many people have found a place where they can rediscover the central role of participation for their own personal development. The participatory management model promoted by the Lumen Project can offer a way of building a community that is capable of preserving culture, improving the quality of life, and addressing challenges related to urban growth. The same agreement granting the concession of the building by the Municipality of Florence to the ICVCV association specifies that "at the end of such concession, the concessionaire shall return the building to the granting body in a good state of use and maintenance, with all the improvements made and adaptations carried out". It is therefore clear that any initiative aimed at contributing positively to the territorial and local development of the area concerned will benefit the Municipality of Florence and therefore the citizenship.



Goal 13: Climate Action.

Culturally based territorial regeneration practices have proven to be effective in strengthening urban resilience, preparing cities to face challenges such as climate change, natural disasters and demographic pressures through strategic and sustainable interventions. Safeguarding the environmental context is a priority in the formulation of the activities offered by the LUMEN Project to the community. At LUMEN, many activities are proposed for environmental awareness and education to involve the community in the preservation of public heritage and the adoption of sustainable practices.



Goal 15: Life on Land.

Every associate who spends a few hours on site will find initiatives aimed at preserving the ecosystem: there are waste bins for recycling, as well as a compost bin and an area with bee hives that are constantly monitored by a beekeeper. Since the ordinary and extraordinary maintenance of the green areas pertaining to the building is entirely the responsibility of the ICVVCV Association, members are continually involved in contributing to it. Simple participatory horticulture and gardening activities allow not only for the creation of bonds between the citizens taking part in the activities but also for learning to respect the ecosystem in which we live. Embodied in these actions lies the respect for the flora and fauna that find a home in the area in question, but also the care required to arrange a place to prepare it for shared use.



Goal 16: Peace, Justice and Strong Institutions.

Due to the conflictual situation in the area (described in section 3.3), the birth of LUMEN provided the local community with a place for meeting and dialogue where everyone's needs are heard. The actions of ICVVCV members and LUMEN visitors encourage intercultural understanding and peaceful cohesion, contributing to the promotion of a culture of peace. LUMEN represents a place where links are forged between citizens of different backgrounds, cultures and ages, a key factor in the development of an aware citizenship, open to dialogue and peaceful conflict resolution. The Lumen Project has settled in the area by listening to and welcoming the stories of the inhabitants of neighbouring neighbourhoods, preserving their social heritage and enhancing it. The difficult relations between the different cultures living in the area where LUMEN is located have made it a cultural pole for the promotion of cultural diversity, which through regeneration actions contributes to building more inclusive societies, reducing the risks of discrimination and social tensions.



Goal 17: Partnership for the Goals.

Without a constructive dialogue between the associations active in the area and the local administration, the Lumen Project would not have come into being. The principles of cooperation between the different levels of actors - municipal, neighbourhood and the ICVCV association - have always been the foundation on which the LUMEN grant was born. LUMEN is in fact a place that promotes the creation of inclusive and collaborative partnerships between public and private entities through the facilitation of strategic partnerships to support common goals. The sharing of resources and expertise through the formation of partnerships between governmental entities, non-profit organisations and private companies is fundamental to support and nurture the participatory management of the public good implemented with the LUMEN Project.

Although cases of participatory management and cultural regeneration differ depending on the context in which they are implemented, networking between different regions and communities is an essential element for sharing best practices and learning from each other. For this reason, the executive board of the ICVCV Association remains active throughout the year by participating in meetings related to social innovation and urban regeneration practices held in various Italian cities.

Conclusions

This thesis investigates the role of public goods in promoting sustainable human development, active citizenship and social innovation, and how they can be effectively managed and preserved to support these objectives.

Therefore, through an analysis of the existing bibliography, the research addresses a preliminary conceptualisation of public and private property and of the constituent elements of public assets in the Italian Constitution, tracing the most recent evolutions that have led to the establishment of a discipline regulating a new category of assets recognised as 'common'. The introduction of common goods in the Italian Constitution, together with the institution of the principle of horizontal subsidiarity through the amendment of Title V, has in fact allowed the spread of shared administration practices through the stipulation of Collaboration Pacts, whereby institutions and citizens can formally cooperate for the management of common goods.

It was therefore important to deal with the legal framework regulating the management of common goods since it suggests governance practices that bring communities closer to public goods for non-exclusive use, subtracted from productive-growth interests.

Treating public assets as a strategic resource to be preserved through sustainable management is one of the first actions that territorial communities can take to fight the commodification of cities whose administrations are in danger of turning towards a perspective of urban entrepreneurship (Harvey, 1989) that distances them from the real needs of their inhabitants.

The issue of sustainable management of public assets is extremely topical when analysing its impact on the Goals that are part of the 2030 Agenda for Sustainable Development.

From the three dimensions of sustainable development - ecological, environmental and social - addressed by the SDGS theme, we then moved on to its fourth dimension, the anthropological one, which finds in 'community building' the most appropriate way to take care of the environment in which we live. In this regard, the involvement of the local community in the management of public goods is considered by many experts to be a tool capable of revitalising social and cultural capital, as well as the connective capital of territories.

We then moved on to the presentation of two case studies that allowed us to analyse these theoretical concepts applied to the specific Florentine territorial context, in the declination of two different public goods: an ancient Medici garden belonging to the Metropolitan City of Florence, the famous Villa Demidoff Garden, and a property under alienation owned by the Municipality of Florence and given in 2020 to an Association for Social Promotion, which gave birth to the Lumen Project.

For the first case study, reference was made to a proposal for the valorisation of the park considering the available assets presented by the Local Development Unit of the Arco Research Centre.

The Villa Demidoff Park is subject to a series of constraints that protect its historical, artistic and natural value, and for this and other management problems, it has been underused for years. For this reason, the valorisation strategy followed the development vectors of the three potential functions of naturalistic-environmental, educational-formative and artistic-museum.

From this case study it emerged that the enhancement of the park must necessarily pass through the resolution of the following bottlenecks: an adequate allocation of human resources necessary to guide management, planning (e.g. opening hours and days, programming of events) and the involvement of external subjects in a coordinated and structured manner; the extension of the park's opening hours to the public also in the summer evenings and in the winter months; an adequate system of roads and parking that guarantees full accessibility and usability of the park to the community.

It is expected that these measures could help to make the Villa Demidoff Park a place open to the local community, the management of which could be entrusted to forms of shared administration through the participation of public and private subjects.

The case of Villa Demidoff represents a model of governance that can be defined as top-down, in which a local institutional body, in this case the Metropolitan City of Florence, takes the initiative of involving local experts to trigger a series of practices that favour the valorisation of a public asset. The institutions therefore call for the participation of local public and private actors who, through structured management agreed with the authority that owns the asset, can work together to "take back" the park through a sustainable and inclusive use.

With the second case study, we instead analysed a different model: the LUMEN Project was born thanks to a strong bottom-up push, in a suffering and atrophied territorial context. An Association for Social Promotion in 2020 obtained a free concession from the Municipality of Florence for a property that was being alienated, with its pertinent green area: the LUMEN project began, and thanks to the hard work of the Association's management and the direct participation of its members, it became an associative cultural space and an attractive pole for associations and realities in the area. A place was born that from the very beginning, through a continuous dialogue with the local community, represented the cure to heal a territorial fracture between two neighbouring but different worlds: the wealthier one of Ponte a Mensola and the one of Nave a Rovezzano, a fragile neighbourhood from an economic and social point of view, which hosts public housing solutions. From the generating force of the local community was thus born a project that year after year aims at becoming increasingly better structured, thanks to a continuous collaboration between experts in

territorial development and the local community that actively participates in the planning of the cultural activities promoted at LUMEN and a continuous dialogue with local institutions.

A comparison between the two case studies, which examine two different models of public heritage management, reveals the two directions that participatory processes can take: the top-down one, in which administrations take on the role of initiators of such a process by fostering the involvement of citizenship, and the bottom-up one, in which the local community takes the initiative and day after day structures a proposal for the care of a property that is being alienated in order to return it to citizenship.

Both models have their criticalities and limitations. In this regard, we highlight the regulatory gaps that do not allow for a clear and unanimous juridical framework for the participatory management of public assets. The LUMEN model, for example, is, from a juridical point of view, unique in the peninsula and suffers from the lack of a network connecting experiences of regeneration on a cultural basis. These phenomena, in fact, are often heterogeneous since they are born in particular territorial contexts and rely on the regulations of the individual Italian regions where they arise, rather than on a national regulatory framework.

In order to proceed to an analysis of the two case studies, we took inspiration from the innovative methodology of the Voluntary Local Review designed within the framework of UN strategies to assess the state of progress of a territory's policies in relation to the Sustainable Development Goals. We then analysed, for the individual case studies, which initiatives proposed in the two different management models contribute to the achievement of the Sustainable Development Goals. Although the Voluntary Local Reviews are based on socio-economic indicators capable of providing a univocal analysis of the positioning of the various territories with respect to the achievement of the Sustainable Development Goals, in our case it was a purely qualitative analysis, especially considering that, in the case of Villa Demidoff, we studied a strategy for the valorisation of the park that has not yet been implemented.

This analysis, however, made it possible to emphasise the importance of the activities proposed at local level for the achievement of goals that often appear unrealisable and remote. Small actions of collective care for a public good can translate into the territory the globally recognised principles that guide current sustainable development policies.

A further step in this study could be the identification of a series of indicators capable of systematising such processes that are triggered in the territory. These indicators could take their cue from the virtuous experiences of participatory management of public goods spread throughout the country, in an attempt to quantify how they contribute to the creation of social value.

This research can therefore contribute to expanding the bibliography on the use of public goods for the creation of laboratories of democracy useful for triggering processes of sustainable human

development. Through the action of political decision-makers, both local and national, it would be possible to restore significant importance to public goods, often underused or sold to private stakeholders, by implementing management models inspired by the principles of collective use.

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