

Sito Unesco di Modena Cattedrale, Torre Civica Piazza Grande

Management Plan for the Unesco Site of Modena Update 2012-2015 Summary

1) Introduction and frame of reference

The Modena site, composed of the *Cattedrale* (Cathedral), *Torre Civica* (Civic Tower), known as the “*Ghirlandina*” and *Piazza Grande* (Main Square), together with all facing buildings, was declared a UNESCO World Heritage Site in 1997. This historical site has the particular characteristic of being divided between two different owners: the Municipality of Modena is the owner of the tower, the square and the municipal building, while the Cathedral, the Cathedral buildings and the Archbishop’s Palace belong to the Archdiocese. As a consequence, both to establish the difference needs of the owner entities, and to coordinate the actions to be taken at a cultural level, but also with regards to tourism and economic aspects, a Steering Committee was set up in 2005 composed of the Municipality, the Metropolitan Chapter, the Province of Modena and the Offices of the Ministry for Cultural Heritage, with the task of identifying strategies and priorities.

In **December 2007**, exactly ten years after its registration in the List of World Heritage Sites, the **Unesco Site of Modena was one of the first in Italy to set up a specific management system** aimed at safeguarding the exceptional value of the site and to promote the site in cultural, touristic and economic terms.

An essential point of reference was, at an international level, **the Budapest Declaration of 2002**, through which the World Heritage Committee reinforced its actions of safeguarding and protecting cultural and natural heritage, inviting Sites to identify key strategic objectives so as to ensure a correct balance between conservation, sustainability and development, and requesting the Sites to adopt new management tools able to reconcile conservation needs with social-cultural aspects that continually transform cities and landscapes.

At a national level, the **measures adopted between 2003 and 2006 by the Ministry for Cultural Heritage** provide a useful point of reference, including the establishment of a refer-

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ence model and the setting up of a number of technical committees and seminars. The 2006 **Law, “Special measures for the safeguarding and exploitation of Italian sites of cultural, landscape and environmental interests inserted in the world heritage list and placed under UNESCO’s protection”**, aimed at facilitating the drawing up of Site Management Plans through a series of concrete measures, such as the possibility of obtaining specific funding.

The recent restoration work carried out on the exterior of the *Torre Ghirlandina* and part of the restoration work on the exterior of the *Duomo* form part of the projects in the first Management Plan, and the related surveys and studies have made it possible not only to orientate the restoration work itself, but also to acquire an enormous quantity of new historical, scientific and documentary data. This research was partially financed with the funds from Law 77/06: *Special measures for the safeguarding and exploitation of Italian sites (...) placed under UNESCO’s protection*; € 240,000 for the years 2006 and 2007, obtained thanks to the work of the Site Steering Committee and also intended for a number of site enhancement projects.

Further funds obtained in subsequent years through the same law (2008-2012) for a total of € 370,000 will go towards projects contained in the new Management Plan 2012-2015.

2) Features of the new Management Plan

With reference to the first experimental management plan of 2007, its updating for the years 2012-2015 is the result of a programme of assessment, revision and implementation that has taken around a year and has been carried out by the Technical Committee with advice from the Department of Economics and Management at the University of Ferrara.

In structural terms, **the main changes** relate to:

- 1) governance;
- 2) the objectives.

The governance system.

Having considered other possible options, the “**direct local authority management**” formula has been confirmed as the most appropriate for managing the Modena Unesco Site. That said, it has been defined in more detail compared to the previous approach, a lean governance system which operates through the work of two main bodies: the Steering Committee and the Technical Committee.

The **Steering Committee** is composed of representatives of the owner entities, of the Municipality and the City Cathedral, of the Ministry for Cultural Heritage – of the Regional Department of Emilia Romagna for Cultural and Landscape Heritage and of the Province of Modena. **This committee has the task of defining strategies, actions and financial priorities for meeting the Plan objectives on the basis of indications furnished by the Technical Committee.**

The **Technical Committee** is composed of officers and technicians appointed by the Steering Committee and of officers from 3 Sector Superintendencies (Architectural and Landscape Heritage, Historical, Artistic and Ethno-anthropological Heritage and Archaeological Heritage). The Technical Committee **has the task of furnishing necessary elements for updating the Management Plan and of following its implementation, monitoring and periodic updating**, also making use of the collaboration of other expert bodies, such the University.

With the aim of making the Management Plan more effective and practically applicable, the Municipality of Modena, designated as the reference Public Entity, housing the Coordination Office for the Site set up in the Civic Art Museum, has **integrated the contents of the Plan with town planning** (Town General Plan) and **economic planning** (Pianoweb) instruments.

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In the governance system established during the Management Plan updating and implementation process, the Steering Committee has introduced an important change involving the setting up of a **shared programme** which provides for the participation of **other interested parties** besides the institutional parties directly present in the Steering Committee and the Technical Committee. The first concrete result of this wish to actively involve other parties in the management of the Modena Site was the presentation of a draft of the new Management Plan 2012-2015 to representatives of institutions potentially interested in the question at the **meeting held in the Town Hall on 3 October 2012**. A number of them (*Italia Nostra*, *Associazione guide turistiche GAIAM* (the Tourist Guide Association)) put forward a number of comments and proposals which were accepted in part; others will, instead, be taken account of in the preparation of the Regulation of the Site, which is one of the specific objectives of the Management Plan 2012-2015.

The start of the programme for shared management of the periodic updating of the management Plan is one of the objectives of the Plan. The choice of shared participation in the decision-making processes that affect the management of the Unesco Site, and therefore of the *Piazza*, the *Ghirlandina* Tower and the *Duomo*, is considered the most appropriate way of promoting awareness and a sense of belonging on the part of citizens and reinforces a sense of co-responsibility. This choice is a natural consequence of the site's history. Between the 11th and 12th centuries the Modenese people themselves chose to build a new Cathedral, which then went on to become the city's religious and artistic focal point, fully independent of the imperial and ecclesiastic powers. Moreover, the entire subsequent history of the Cathedral and the Tower is marked by the constant and active involvement of the Modenese citizens. Finally, the *Ghirlandina* Tower, as a civic tower and bell-tower which in the past held the precious treasures of the city, and the *Duomo*, as "*domus*" of the city's patron saint San Geminiano, have always been the city's main symbols.

Objectives.

They occupy the entire third part of the plan and have been **arranged into goals and action plans**.

- 1) Site governance
- 2) Research and the sharing of knowledge
- 3) Protection and conservation of the Historical Artistic Heritage
- 4) Cultural and economic promotion
- 5) Tourism development and management
- 6) Cooperation and partnership

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Each of the above aspects has a series of objective-profiles, subdivided into the headings:

- description of the objective
- specific actions
- coordinator for implementation
- other persons/entities involved
- costs
- sources of funding
- human resources
- phases and time schedules
- strategic indicators
- performance indicators
- person/entity responsible for measurement
- correlated objectives

Under the new Management Plan, the Modena site will be subject to experimental monitoring of the projects included in the various objective-profiles, following a completely innovative process in Italy; only few sites have so far concretely adopted this approach.

The monitoring system included in the Management Plan has led to the identification of specific **indicators**, which make it possible to measure the level of effective accomplishment of the actions and attainment of the targets:

- **strategic indicators**, oriented towards a medium-long term perspective, aimed at assessing the degree of attainment of the main institutional objectives regarding the Unesco site;
- **performance indicators**, of a quantitative nature, aimed at measuring, for example, the percentage of attainment of a specific objective.

3) The main objectives

Moving on to describe the **CONTENTS** of the Management Plan, the most important aspects are here set out. The other objectives are covered in the objective-profiles in the full version in Italian:

- A) monitoring of the monuments and maintenance plan;
- B) development projects;
- C) Regulations

A) MONITORING AND MAINTENANCE PLAN (3. Protection and conservation, schedules 1 and 7)

These two aspects involve concrete collaboration between the two owner entities, the Municipality and the Cathedral, under the supervision of the local offices of the Ministry for Cultural Heritage, in order to carry out what's necessary for the protection of the two Unesco monuments, needs that have become more pressing since the earthquake events that hit our area in May 2012; the requirement for proper and timely monitoring of their conditions, so as to take prompt action where necessary and to reduce risk factors as far as possible, has become even more urgent.

The scientific monitoring of the movements of the Tower and the Cathedral, started in 2003 and already inserted into the experimental Management Plan, remains a primary objective and needs to be kept effective and updated. Monitoring also includes periodic checks of both the structures to keep the most vulnerable parts under control and to check their resistance, so as to gauge the effect on the structures in the event of unforeseen events (e.g. earthquakes).

The **Integrated Maintenance Plan for the Ghirlandina and the Duomo** focuses on the need to ensure the effective duration of the restoration work just finished or in the completion phase, since it is well known that carrying out regular maintenance work is less invasive and less costly than restoring and is therefore an approach to be adopted in a more rigorous and scientific manner compared to the past, especially for religious buildings.

The Maintenance Plan for the *Ghirlandina*, the external restoration of which is completed, is already in place; the one for the *Duomo*, the restoration work for which is still in progress, will be subject to planning in the near future and will be coordinated with the plan for the Tower, so as to follow similar methodologies and save resources. In the meantime, the restoration of 5 of the 20 Flemish tapestries from the 1500s is in progress: two of them were restored in past years; the remaining 13 must be inserted into the Maintenance Plan since their condition is compromised.

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B) DEVELOPMENT PROJECTS (4. Cultural and economic promotion, objectives 1 and 5.

Tourism development and management, objective 1)

The Committee believes that priority should be given to making our citizens more aware of our Unesco Site, especially “new” citizens in terms of age and residence, and tourists, also foreigners, who are visiting Modena in increasing numbers thanks precisely to the fact that Modena possesses a monument which is a recognised World Heritage Site. As a result, great attention has been given to cultural and touristic development projects, the implementation of which is largely made possible by the funds obtained through Law 77.

An audioguide system for the Site in 5 languages has been developed for tourists also covering the *Duomo* Museums and the Town Hall’s historical rooms; it will be linked to an Apple application.

A signposted pedestrian route for tourists starting from the main access car parks and from the railway and bus terminals helps tourists in their visit of the city. There are two “8-shaped” itineraries that cross at the Unesco Site and which touch the main touristic locations in the city, including “Mef”, the new museum dedicated to Enzo Ferrari.

The active involvement of schools is planned as part of proposals of an educational and didactic nature, with a project dedicated to the Unesco Site.

C) REGULATIONS (1. Governance of the site, objective 2)

The drawing up of specific Site Regulations relates to the **need to regulate the general arrangement and use of its spaces, especially open ones such as *Piazza Grande*, which should be considered on the part of everyone – citizens and tourists – as the “show-piece” of our city; its unique quality should therefore immediately stand out, also in relation to the historic city centre.** The Site should therefore remain a visible and lived-in location, but it should also become a more beautiful, clean and tidy place, with a sober and elegant setting and numerous people that stop there or pass through on foot or by bicycle. This is the objective to aim for, in the knowledge that it is a difficult one to achieve, even for the entity that administrates the city due to the need to reconcile different and often opposed requirements and also different sensitivities and points of view.

The Regulations will provide concrete indications, also using examples, and will relate to the following aspects:

- 1) the functions and intended uses of the buildings



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- 2) shop fixtures and fittings
- 3) use for temporary events and associated structures
- 4) pedestrianization
- 5) safety and controls.

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4) Economic aspects

With regards to **economic aspects** of the Management Plan, we can affirm that the series of objectives of the Management Plan 2012-2015 provide for an overall commitment of **around € 1.500.000**.

Source of financing	Financed projects	Financed amount
Municipality of Modena	Monitoring, control of buildings and tourist development	450,000 €
Law 77/2006	Management Plan, Regulations, laser surveying of the sculptures, signposting project and virtual visits	370,000 €
Funds from 8x1000 contributions	Restoration of the 16th century tapestries in the <i>Duomo</i> Museums	435,000 €
Mibac	Restoration of the wooden inlays in the <i>Duomo</i> and the Sicar programme for the <i>Duomo</i> restoration work	70,000 €
Hera	Lighting for Town Hall porticoes	70,000 €

The financial resources to be raised, estimated on the basis of the projects outlined by the various entities represented in the governance system, amount to **€ 6,000,000**.

Project to be financed	Estimated amount	Priority
Control and monitoring of the buildings (also in relation to earthquake risk)	230,000 €	X
Ensuring structural safety of the <i>Duomo</i> (also in relation to earthquake risk)	500,000 € Updated in December 2012 to € 1,200,000	X
Restoration work on the <i>Duomo</i> and of the works of art housed inside	1,500,000 €	
Structural safety work, the renovation and extension of the <i>Duomo</i> Museums and of the Chapter Archives	1,540,000 €	
Restoration of the interior of the <i>Ghirlandina</i> tower (project already approved by the Superintendency)	1,200,000 €	

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Redevelopment of the open areas	825,000 €	
Cultural and touristic development and promotion	100,000 €	X