

CITTA' DI
VENEZIA



Project
of territorial *governance*
of tourism in Venice

Project of territorial *governance* of tourism in Venice

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FOREWORD

The present document arose from the will and commitment of the Municipal Administration of Venice, led by the mayor Luigi Brugnaro, to identify within the competences and functions of the territorial authority, which represents the community, protects its interests and promotes its development, a project of comprehensive *governance* for the whole city.

The site 'Venice and its Lagoon' has been inscribed on the UNESCO World Heritage List in 1987 in UNESCO's World Heritage List for the unique and singular nature of its cultural wealth, consisting of its historical, archaeological, urban, architectural and artistic heritage and of exceptional traditions, integrated into an environmental, natural and landscape context that is unique in the world. The Venice Lagoon is one of the oldest and most complex examples of the relationships between human activities and the forces of nature, in which is found the greatest concentration of material cultural goods and artistic expression, stratified in centuries of history.

It is precisely this exceptional historical identity that has transformed Venice into one of the international capitals of tourism.

This document gathers the results of complex work carried out by the Technical Group established by the Secretary General on the 7th of October 2016, through a participatory route that began with the presentation between October 2016 and February 2017 in Council Committee VI jointly with Committees IV, and IX, of project proposals presented by the trade associations, experts and workers in the sector, and ordinary citizens.

The proposals were subsequently analysed and evaluated by the Working Group: **many of the ideas put forward in this document are the result of listening to these proposals, others come from the Working Group itself, and many others were already being designed by the Administration.**

This work follows Municipality resolution no. 91 of the 27th April 2017, which states the broad lines for the short and medium terms of the territorial *governance* of tourism in Venice. The document is based upon **a vision inspired by three principles:**

1 - innovation;

2 - sustainability;

3 – the promotion of what the Venetian territory has to offer culturally.

Tourism in Venice constitutes one of the principal resources of the city. However, it is not just that: it also represents, even with all of the critical situation caused over the last years by its harmful scale, a social resource for the development of the community. Tourism constitutes an endless source of cultural change, an opportunity for economic growth for the city and for the entire urban territory.

We believe that Venice can innovate itself by means of a sustainable tourism with the aim of fully using its urban scale, with respect to its authenticity and uniqueness, sharing it with the world in being a World Heritage Site.

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We think that management shared among the different stakeholders will establish growth for the whole urban territory. The fragility of the historical moment in which we are living should and can become for all involved, public and private, local and international, a great occasion for change.

The technological and digital evolution has accelerated and led the growth in the flood of tourists, which inadequately controlled has developed in a spontaneous and sometimes uncontrolled way, creating unease for the resident population, for the tourists themselves and arousing the concerns of the Committee for World Heritage Sites. We believe, first, that **the same levers of digital and technological revolution that have led to the risk of deterioration should now be used to control the phenomenon.**

The actions to be put in place are many and begin from the most urgent, that is, the intensification of territorial controls by the stakeholders or identifiable parties in the short term, to the dissemination of information and awareness of behaviour that respects the urban propriety, passing through measures on the organization of offering attractive and distinctive products that are typical of Venice and her territory, until moving towards useful innovative technological solutions for reserving the goods and services on offer as well as management of the tourist phenomenon integrated with urban planning policies and urban mobility.

Finally, **the *governance* of tourism in today's contemporary context, threatened with dangers well beyond the competence of a local authority, must be able to operate in conditions of security through effective controls to be agreed and shared with the other competent institutions.**

The document is structured in THREE PARTS.

The **FIRST PART**, after a brief foreword on the competencies of the Council in the management of tourism and an analysis of the context of the phenomenon in Venice, examines the participatory route initiated in October 2016 in the Council Committee VI, VIII and IX hearings of the 23 proposals, presented and illustrated with a table summarising the main outcomes of the project proposals and the actions necessary to achieve them. In the analysis the link is also made to the strategy of the Destination Management Plan (DMP), developed by the Organization of Tourist Destination Management (OGD: *Organizzazione di Gestione della Destinazione turistica*) entitled 'Venice', forwarded to the Veneto Region in October 2016 for subsequent actions.

The **SECOND PART** of the document illustrated a project proposal reworked by the Technical Group nominated by the Secretary General following the outcomes of the hearings from February 2017. This proposal is structured as a **document of programming of general objectives; for several specific aims it also represents a first indication of a pre-operative character through division into actions and time-lines.** The strategy responds to the end purpose already identified in the Administration Guidelines 2015-2010, invoked at point 10.1.1: 'Control the tourist flow to make it compatible with the daily life of the resident citizens, restructure the visitor's tax and also attack its evasion, and organise services and transport to avoid

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congestion, creating new routes.’ Within this strategic vision four general objectives are identified, each of which is subdivided into specific objectives and related actions.

GENERAL OBJECTIVE	SPECIFIC OBJECTIVE
A) Management of resources	Direction Centre: understand the resource for the purpose of planning choices Smart Control Room Monitor and control the entrance points and mobility inside the city, also to make it safer Coordinate the functions of control and security New strategies of urban and metropolitan mobility Experimentation of systems of reservation to the area around St Mark’s Systems of reservation and tourist cards Measures to support a body of tourist guides to Venice with a view to using the value of the cultural offering Measures of regulation for luggage-handlers
B) Protection of residency	Revision of town-planning rules in favour of residence: request Revision of regulations on tourist locations: request Limitation to take-away activities Reorganization of areas of occupation at ground level Request for reform measures of Special Legislation for Venice Measures for accessibility and overcoming architectural barriers
C) Budget for extra costs to allow the use and development of the city	The sustainability of the tourist flow on the territory Proportionality of the visitor’s tax to tourist locations Revision of the method of collecting the visitor’s tax Study for the feasibility of agreement with rail transport managements
D) Innovations in information and marketing, to cultivate a responsible and sustainable tourism	The International Year of Sustainable Tourism 2017 Improve the quality of the tourist urban offering Pocket handbook for the visitor, International awareness campaign Poster art and information columns Identification of areas of restoration and mapping of the gardens and parks of the city of Venice and an increase in public lavatories Strong online networks Networks of the Unesco Veneto site Measures of cultural importance on the Mainland Making use of circuits of popular visits – Slow Tourism Project

The **THIRD PART** of the document offers an overview of the major lines of action that the Administration is already preparing to initiate from the summer 2017 to address the critical situation linked to the seasonality of the tourist flow.

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FIRST PART: THE START OF A PARTICIPATIVE ROUTE

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1. The functions of tourism and the regulatory framework

Tourism, from the viewpoint of Council competencies, being directed towards the cultural growth of the individual apart from the exchange of goods and services, represents a complex subject involving important constitutional rights, which are: the right to health, to liberty of movement in the national territory, to free economic initiative and to the fundamental principals of the legal system, which are those of social integration and the cultural development of society as a whole.

It follows from this that to address in an efficient way the complexities of the questions that the argument puts forward, all the components of the territory affected by the tourist phenomenon are going to be involved.

In the case of an extraordinary city like Venice, set in a geomorphological context that is unique in the world, this transversal nature implies that any plan whatsoever of the management of the tourist phenomenon must involve the different areas of territorial competencies, that is, the security and control of the territory, town planning, residence, the environment, commerce, mobility, the information system and communication.

The regulation of tourism, after the change made in 2001 to section V of the Constitution, now falls within the responsibility of the Regions (art. 117, paragraph 4 of the Constitution).

However, from the point when this reform came into effect, numerous Constitutional Court Pronouncements have been made to clarify the boundaries of the division of responsibility between the State and the Regions.

The Constitutional Court has affirmed the legitimacy of the state regulations which legislate respectively in:

- a) matters, apparently only related to tourism, but in fact linked to different, but connected, areas. This concerns matters entrusted expressly to the competence of the State, sole or shared, that present profiles of connection or overlap with the matter of tourism. In particular, it marks the protection of competition, international relationships and relationships with the EU, protection of the environment and cultural heritage, as well as shared competencies relating to professions, government of the territory (including town planning and building), and the great networks of transport and navigation;
- b) matters referring to tourism but which require a state measure that will ensure legitimate needs for making the best use of this sector, at both an internal and international level, with the aim of uniting the great variety offered to Italian tourism.

In particular, following the guidelines of the Constitutional Court, even the most ample regional competence does not however exclude *a priori* the possibility, through the law of the state, of assigning administrative functions at a central level and regulating their operation, on the basis of the principles of subsidiarity, appropriateness and differentiation (art. 118 Constitution).

A first element common to all the regional administrative systems is the nature of the

administrative functions retained in the Regions' control, which can be summarised as follows:

programming of the important annual programmes of implementation of all initiatives and coordination of the activities of different players in the territory, generally by means of the adoption of a triennial plans of tourist development;

promotion of the unified image of the Region to Italy and abroad, also by means of international relationships;

financing of projects of regional development and their selection (recognition of local tourist systems and similar), providing incentives for workers in the sector;

coordination of the gathering, development and dissemination of information on the demand and supply of regional tourism.

A second constant of all the regional laws is represented by the recognition of the central role of the Council in the promotion of integrated systems of tourist supply and the creation of public-private cooperation networks.

The Veneto Region with the Law no. 11 of 2013 entitled '*Development and sustainability of Veneto tourism*' legislated for innovating regulation and introducing in art. 9 the role of the **Organisation of Tourist Destination Management**.

In the case of the territory of Venice and the Lagoon, being a unique destination in the meaning of the following article 11, the Organisation of Management is also unique.

The function of the Organisation is directed towards creating synergies and forms of cooperation in management between public and private stakeholders in the development of tourist products, with the aim of strengthening the supply system through unified management of the functions of provision of information, tourist welcome, and promotion and commercialisation of the destination's tourist products.

The management organisation includes, in addition to the Municipality of Venice, the following bodies: ABBAV, AEPE, AVA, AVM, CCIAA, Confartigianato, Confesercenti, Confcommercio Metropolitana di Venezia, Confindustria, Fondazione Muve, Vela and Veritas. The Organisation has developed as its first official act the Destination Management Plan 2016-18, which gives a framework of analysis of the destination, and the strategies and actions to be implemented. As regards the management of the tourist influx, this document refers to the development of the project proposal that will be developed by the Municipality of Venice in accordance with the participatory route launched by the Council Committee.

In addition, it should be mentioned that the municipal functions in the matter of tourism acquire added importance if read in conjunction with the relevant municipal administrative competencies in:

- a) urban planning and building;
- b) commerce and the operation of accommodation facilities;
- c) making the best use of the cultural heritage and of the promotion and organisation of cultural activities;
- d) local police and control;
- e) mobility and transport.

2. Tourism in Venice

The Destination Management Plan (DMP), cited above, offers an updated analysis of the context to which this Working Group referred as the precondition of the project's development. Tourism in the Veneto Region, and in particular in Venice, is in a state of constant growth. Venice is one of the main Italian cities, with a population of 260,000 inhabitants, and constitutes one of the principal tourist targets in the world, with an estimated 24,000,000 visitors a year. (1)

The Municipality of Venice is characterised by singular complexities linked in a particular way to its territorial articulation. The historic centre of Venice, while having a limited number of inhabitants, faces in many ways the typical problems of the great metropolitan centres of the world, playing host to cultural, political and economic events of national and international importance. There are, besides, peculiarities deriving from the characteristic morphologies of the historic city, as the city of water, characterised by unique regulations in matters of town planning, environment, water and port traffic.

The Venetian Mainland, on the other hand, presents all the critical situations connected to a great Italian city, accentuated in the last years by an important industrial crisis which has accelerated the long decline in productivity in the industrial hub of Porto Maghera: since the nineteen-seventies it has contributed to the loss of almost 30,000 jobs, partly replaced by the development of the service and logistics industries. Finally, it should not be forgotten that Venice has the third international airport, with almost 9.6 passengers per year, two railway stations, and Italy's second cruiseship harbour.

On the side of demand it is necessary to distinguish between the metropolitan territory and the City of Venice.

Metropolitan territory

Metropolitan City of Venice	2015		2016		% Variation 15-16	
	Arrivals	Stays	Arrivals	Stays	Arrivals	Stays
In hotels	5,700,215	14,988,580	5,788,675	15,344,580	1.6%	2.4%
Non-hotels	2,951,980	19,197,964	3,010,002	19,074,736	2.0%	-0.6%
TOTAL	8,652,195	34,186,544	8,798,677	34,419,316	1.7%	0.7%
Foreigners	6,530,838	24,781,454	6,663,262	25,292,322	2.0%	2.1%
Italians	2,121,357	9,405,090	2,135,415	9,126,984	0.7%	-3.0%
TOTAL	8,652,195	34,186,544	8,798,677	34,419,316	1.7%	0.7%

The seaside resort destinations consist of the Municipalities of: Cavallino Treporti, Chioggia, Jesolo, Eraclea, Caorle, San Michele to Tagliamento-Bibione and the area of the Venice Lido. **The Cities of Art** are: The Municipality of Venice (excluding the area of the Lido) and the Riviera of Brenta (Municipalities of Dolo, Fiesso d'Artico, Mira, Stra, Vigonovo and Mirano).

(1) The estimate, made by the Municipality of Venice, comes from an update to 2016 of the results obtained with the *Visitor Survey 2012* enquiry, commissioned to the University of Cà Foscari of Venice by the Municipality of Venice and the Venice Chamber of Commerce.

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The Venetian inland (The *Entrotterra*) consists of the Municipalities of: Quarto d’Altino, Marcon, Noventa di Piave, San Donà di Piave, Fossalta di Portogruaro, Ceggia, Fossalta di Piave, Meolo, Musile di Piave, Teglio Veneto, Concordia Sagittaria, Gruaro, Portogruaro, Pramaggiore, San Stino di Livenza, Cinto Caomaggiore, Annone Veneto, Torre di Mosto, Cona, Cavarzere, Scorzè, Spinea, Santa Maria di Sala, Salzano, Noale, Martellago, Camponogara, Fossò, Campagna Lupia, and Campolongo Maggiore.

Territory of the Municipality of Venice

In the period 2012–2016, the arrivals (physical number of non-residents who arrive in the territory of the Municipality of Venice spending at least one night there) passed from almost 4 million one hundred thousand units to a little more than 4 million six hundred thousand, while the occupancies (the total number of overnight stays) passed from around nine million three hundred thousand in 2015 to more than 10 million five hundred thousand in 2016.

If in 2014 the trend was almost constant compared to the preceding year, in 2015 the indicators began again to rise. In 2016 the growth slowed, maintaining however a level greater than 3%. The average stay, after four years of light increase, in 2015 settled again at 2.26 days, as in 2011, a value which was also maintained in 2016.

Municipality of Venice	2015		2016		% Variation 15-16	
	Arrivals	Stays	Arrivals	Stays	Arrivals	Stays
Historic city	2,776,668	6,814,317	2,896,054	7,045,613	4.3%	3.4%
Lido	189,022	567,700	185,995	539,188	-1.6%	-5.0%
Mainland	1,530,167	2,800,812	1,563,518	2,926,987	2.2%	4.5%
Total						
Municipality of Venice	4,495,857	10,182,829	4,654,567	10,511,788	3.3%	3.2%

Source: Calculations by the Municipality of Venice, Tourism Sector, on ISTAT data— Veneto Region, Regional Statistics System

The hotel sector continues to host the greatest number of guest while the alternative sector is distinguished by a longer length of stay. This is also due to the presence of the Mainland’s camp sites with a considerable number of beds in which the length of stay is traditionally longer.

Foreigners represent more than 85% of the entire tourist market; in 2016 the growth that characterises the first four years of the five-year period, changed its trend, with a slight contraction both in foreigners’ arrivals and their stays, corresponding to the maintenance of the average stay at the 2015 level.

The three-month period where the largest number of overnight stays is recorded is that of July, August and September: July is confirmed as the high point of stays, in both 2015 and 2016.

The historic city hosts a little over 62% of the arrivals and 67% of the stays, with an average stay duration of around two and a half days. At the Lido, where 4% of the tourists spend the night, after growth in 2015 the trend in 2016 underwent a slowdown in both the number of arrivals and the stays. The average stay is confirmed

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as the longest of the three areas, around three days, thanks to the component of seaside resort tourism.

Municipality of	2015		2016		% Variation 15-16	
	Arrivals	Stays	Arrivals	Stays	Arrivals	Stays
Venice						
In hotels	3,525,686	7,530,042	3,591,329	7,630,789	1.9%	1.3%
Non-hotels	970,171	2,652,787	1,054,238	2,880,999	8.7%	8.6%
TOTAL	4,495,857	10,182,829	4,645,567	10,511,788	3.3%	3.2%
Foreigners	3,897,684	8,788,380	3,994,726	8,983,290	2.5%	2.2%
Italians	598,173	1,394,449	650,841	1,528,498	8.8%	9.6%
TOTAL	4,495,857	10,182,829	4,645,567	10,511,788	3.3%	3.2%

Source: Calculations by the Municipality of Venice, Tourism Sector, on ISTAT data— Veneto Region, Regional Statistics System

Finally, the Mainland accounts for 30% of the tourists; the average stay is the shortest, a little less than 1.9 days, a reflection of the tourist business and area given over to the very short stays of organised tour groups that only stop in the city for one night. On the supply side for tourism a distinction is made on the basis of the data under preparation for the Tourism Yearbook 2016.

Hotel Offer by type in 2016 – Municipality of Venice

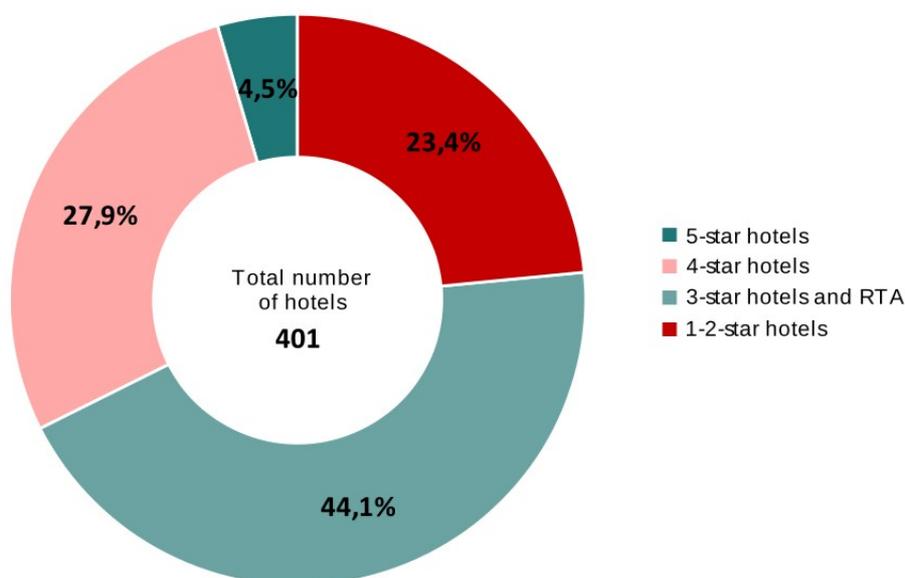
Category and type of facility	Hotels	Share of total	Beds	Share of total	Rooms
5-Star Hotels	18	4.5%	4,788	16.0%	2,412
4-Star Hotels	112	27.9%	13,886	46.3%	7,115
3-Star Hotels & RTA	117	44.1%	8,563	28.5%	4,720
1-2 Star Hotels	94	23.4%	2,778	9.3%	1,561
Total hotel buildings	401		30,015		15,808

Source: Calculations by the Municipality of Venice, Tourism Sector, on ISTAT data— Veneto Region, Regional Statistics System

The number of hotels remains the same as in 2015, whereas the number of alternative facilities is in constant increase. The number of beds follows the same dynamic, with a slight decrease in the number of beds in the hotels and an increase in those of the alternative facilities. In 2016, compared to 2015, there was a strong decrease in the Lido and a strong increase in Mainland, where, among other reasons, there are a number of projects underway that will shortly lead to accommodation facilities in the area of the railway station.

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2015 - HOTEL OFFER



To the classified tourist accommodation facilities must be added the alternative facilities represented in tourist locations, on which the second part of this document shall dwell at length. At this stage it should be pointed out that they represent a means for the use of real estate which causes very problematic issues in an urban fabric as fragile as that of Venice, and for which a corrective operation is required on the part of all the actors of a system aimed primarily at the necessity to protect the residential nature of the old city of Venice.

Supply of alternative tourist accommodation by type in 2016 - Municipality of Venice

Type of facility	Facility	Share	Beds	Share
Rented rooms	315	8.5%	3,030	13.4%
Lodging units *	2,818	76.0%	9,402	41.7%
Bed & Breakfast	487	13.1%	2,534	11.2%
Campsites & Tourist Villages	6	0.2%	3,422	15.2%
Hostels, Religious Guesthouses, <i>Centri Soggiorno</i>	35	0,9%	2.725	12,1%
Holiday houses				
Country House	3	0.1%	20	0.1%
Foreigners	8	0.2%	713	3.2%
Residence	21	0.6%	502	2.2%
Farm-stays	13	0.4%	184	0.8%
Total of alternative accommodation facilities	3,706		22,532	

Source: Calculations by the Municipality of Venice, Tourism Sector, on ISTAT data— Veneto Region, Regional Statistics System

To help in examining the terms of reference the Destination Management Plan has been carrying out a SWOT analysis of the principal points of strength and weakness specific to the context, and also on the principal opportunities and threats that emanate from the external context. The final purpose of this study is to identify the

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key concepts and facilitate a strategic approach, offering a concise description and diagnosis of the territory's principal problems.

S STRENGTHS	W WEAKNESSES
<ul style="list-style-type: none"> • Identifiable brand already positioned in international markets with a strong identity. Venice is and remains a destination to be visited at least once in a lifetime • Variegated activities on offer for tourists • Rich natural heritage supplied by the lagoon, the beaches and oasis of the Lido and Pellestrina, and the Mainland woodlands • Airport (Marco Polo) of international standing, and another close by (Canova, TV) which provide a variety of flights, airlines and low-cost options • Strategically placed for the north-east route network, for both road and motorway connections (A4 and A27) and for rail networks (Mestre and Santa Lucia stations) • Important harbour hub • Established and pro-active entrepreneurial associations • Prime positioning in national and international tourist circuits • Ample supply of tourist accommodation with a variety of type of hospitality and a range of prices, both in the hotel and non-hotel sectors • Supply of abundant restaurants spread throughout the territory • Outstanding quality of environment and natural landscape • Various institutions of higher education including two universities (Ca' Foscari and IUAV), the Academy of Fine Arts, the Venice International University, the Benedetto Marcello Music Conservatory, the Marcianum Patriarchal Seminary, IUSVE, EIUC • Excellent supply of events at an international level (e.g. Carnival, Film Festival, Art and Architecture Biennial) • Availability of equipped beaches • Excellent active cultural bodies and foundations engaged in the territory for various purposes • Internationally unique '<i>laguna</i>' resources • System of anchored strongholds and squares • Industrial area of Porto Marghera and its waterfront • Established tradition in the organisation of cultural and sporting events • Voluntary associations & active councils • Development of public transport network with positive formulations of inter-modality. 	<ul style="list-style-type: none"> • Insufficient data and analysis of tourists on the basis of their age, their habits and customs, their expenditure capacities, their expressed and innate expectations, and on their use of what is offered to tourists • High concentration of second homes and apartments being exploited for unregistered tourist use • Insufficient awareness of the use of environmental resources as a factor in local development • Access hub to the historic centre not sufficiently diversified • Excessive tourist load in certain areas, particularly in the island city during the extended high-season period • Low average length of stay • Excessive separation (cultural, environmental, logistical) between the so-called 'city of the land' and 'city of the sea' • Levelling down of goods and services to the tourist monoculture • Trend towards lack of quality and an excessive standardisation of commercial activities • Difficulty in the creation of thematic supply networks (product associations, business networks) • Excessive decrease in the resident population of the historic centre

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O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> • The tourism market presents new niches that are aimed at sustainable and experience-based tourism, at slow tourism and sporting and gastronomic tourism • Beyond the usual European, American and Japanese markets, there are new, potentially interesting markets, with high expenditure readiness • Greater awareness by political bodies of the worthiness of tourism as a separate part of the productive sector • The participation of the Municipality of Venice in the 'Metropolitan City of Venice' area • An opportunity for funding represented by the ERDF (European Regional Development Fund) for the construction/improvement of tourist products and business networks • Establishment of external investors who press for tourist classification • Development of project funding and of new forms of attracting financial investment • Proposals on thematic fields in a strong expansion on the markets • Growth in demand related to the use of green tourism, in conjunction with major territorial awareness on the themes of sustainable development • Development, in the territory and adjoining area of large shopping malls of medium to high scope • Continued growth of Venice as an airways hub • Development of what is offered to tourists on the Mainland • Expansion of what is known as 'student tourism' • Possibility of availability of funds for investment in the infrastructure and promotion 	<ul style="list-style-type: none"> • Diffusion of low-cost tourism, with capacity for limited purchase • Risk of so-called 'tourist monoculture', which would entail serious risk from the volatility of demand if there were serious incidents with a negative impact (e.g. terrorism, natural catastrophes, etc). • Decline in the mid to long period holidays • Inability to promote and sell in the markets in wide areas because of widespread provincial attitudes • Risk of impoverishment of the legacy of local knowledge and values linked to the traditions • Incapacity to use languages differentiated by markets, targets and tools • Deterioration of the buildings and hence of the heritage of the city, due to the water and its rising levels • Reduction in the incomes of Italian families and foreigners and an increase in unemployment, with a consequent dwindling of consumption • Loss of identity. Perception of the city as a theme park (Veniceland)

Tourism, centred mainly upon the indisputable fascination of the city of water, with its history and its monuments, represents a fundamental component of the local economy for Venice.

From this consideration emerges the need to **develop the system of welcoming tourists in the whole communal environment**, using the brand '*Venezia*' as a driver to spread awareness of the elements of value that characterise our territory: the programme documents of today's Council Administration are already moving in this direction. The present project represents an opportunity to evaluate the actions in a systematic way and continue along the path sketched out.

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The Lagoon, the smaller islands, the coastal system, the lagoon channels, the rib-like system of rivers, the fortification system, and the countryside, all become elements to be learnt of, on which to redirect part of the tourist influx that can find hospitality in an alternative system of tourist accommodation, characterised by forms of welcome such as the popular hotel, the B & Bs, the rented rooms, the tourist apartments, places to eat and those for buying and consuming local products.

Given below are a number of **possible strategies and results** that could contribute to relieve the weight of visitors in the old City, allowing other parts of the territory, often less visited considered, to be enjoyed and visited.

- Increasing the value of the existing historical heritage (fortifications, rural artifacts and those of industrial archaeology, mills, previously productive buildings) also linked to the development of the new activities of 'slow tourism';
- increasing the value of the environmental and countryside elements of the territory, which surround the city of Mainland and are the characterising elements of the environment of lagoon and islands, accessible to hikers and naturalists;
- connection of all these elements by means of a system of cycle tracks, nature trails, routes for horse-riding tourism, environmental trails, walking routes along the margins of the lagoon and the river networks, waterways for slow navigations, and fully-equipped piers;
- creation of facilities to inform, control and move along the flood of people and resources, thereby giving an incentive to the re-use of building structures which could be rented for this use (including historic buildings);
- identification of long-term parking areas (areas equipped for camper vans and campsites, moorings for houseboats) and refreshment and short-term parking areas (equipped areas, stopping places, picnic sites, and small recreational boat berths) throughout the Mainland territory, along the Lagoon canals and in the smaller islands.
- identification and construction of areas of modal interchange (car and campervan parking joined with cycle routes and slow navigation ways, small slips for boats) and for moving the influx through (moorings and equipped areas for boat tourism, canoeing/rowing and sail) where it is also possible to rent the means (bicycles/boats);
- simplification of the rules for changing buildings and functional structures to the construction of this system in the environment of the Mainland and islands;
- simplification of the rules for changing buildings and functional structures to all the traditional activities and those compatible with the Lagoon's environment, that is, fishing, horse-riding tourism and small-scale yachting.

All these themes are in the discussion phase in drafting the New Plan of Action: this plan will bring into operation the guidelines contained in the Mayor's Document, in conjunction with the idea of the city and the planning guidelines as well as the structural requirements of PAT.

In addition, it must be emphasized as regards the present project that the maintenance of the residential nature inside the Municipality's territory and in particular inside the old city and the smaller centres of the Lagoon, is one of the fundamental aims of the Administration in the present mandate. The success of such an objective is tightly linked to the creation of entrepreneurial opportunities which

will create work and economic well being for the residents.

This is a subject of great complexity, which requires a **plurality of converging strategies**: several of these relate directly to the subject of town planning and can be met with the new Plan of Operations currently being developed, while others belong to housing policy and themes linked to trade.

3. The resident population

At the end of 2016 there were **83,104 inhabitants** in the Lagoon city (Historic Centre and estuary)

The phenomenon of the emptying of historic centres, which has long been studied, is a physiological element, common to many cities of art and culture. In 1951 Venice had a population of 174,808 (in the districts - the *sestieri*) and the Mainland had 96,966. But the houses where the Venetians lived were in many cases unhealthy, misery was widespread and the conditions of life seem unthinkable today.

The first phase of the exodus began in 1952, motivated by 'serious overcrowding and decay. In six years the population had shrunk to 158,466 residents. The uninhabitable lodgings made up 9.26%, while 23.45% were overcrowded. The buildings' state of conservation was good in 34.45%, mediocre for 46.9%, poor for 15.7% and dangerous for 2.95%. The quality of the conditions of a large part of the habitations of Venice were therefore far from the standards of modern houses, such as those being built on the Mainland. Such a gap in quality was at the origin of the second phase of exodus, which began at the end of the nineteen-fifties and greatly characterised the nineteen-sixties. The last great exodus was after the great flood of 1966 and continued throughout the seventies.

In the Mainland of the Municipality of Venice the largest demographic tally was in 1975, with a population of almost 211 thousand; then it also began to lose residents and only in 2003 began again to grow thanks to the demographic push made by foreigners, then to return to decreasing from 2011, largely as a result of the economic crisis.

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Popolazione VENEZIA lagunare

1) Sestieri:

● CANNAREGIO	15.662
● SANTA CROCE	4.996
● SAN POLO	4.628
● SAN MARCO	3.788
● CASTELLO	11.642
● SANT'ELENA	1.861
● DORSODURO	6.429
● GIUDECCA	4.481
● SACCA FISOLA	1.452

2) MURANO	4.338
3) VIGNOLE	56



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From the beginning of the 'great exodus' (the nineteen-fifties) the problem was how to preserve in Venice the characteristics of a community that would succeed in expressing its 'local culture' from the viewpoint of behaviour, shared values, traditions and common history. **The city was already cosmopolitan. The continued changes and intermixing has always made it difficult to understand who are the Venetians and who are the 'foreigners'.**

When we speak of Venice, in terms of the size of the city, we are not only, however, referring to its 'official' registered count of 83 thousand inhabitants for the historic

centre and estuary, and 262 thousand for the entire Municipality.

The island heart of the Municipality does not appear, in the eyes of the inhabitants or those who come to the city for various reasons (work, study, business, visiting, shopping etc.), as a reality of average size, because of its elevated level of 'urban relations' that the city maintains with its metropolitan area and the fame and notoriety it enjoys on a global scale, which leads to an important annual flow of visitors. Millions of people pass every year through its alleys and squares, visiting museums, churches and exhibitions, using the system of local transport (public and private), eating in the numerous restaurants and bars, enjoying the variety for tourists in the territory, buying products and using the services.

Apart from the tourists there are other 'populations' who live in the city alongside the residents: among the more interesting and important is that of **the university students, non-Venetian and commuting for study and work.**

The university student population gives life to a true 'city within a city' and represents a potential that should be looked after with attention. It provides an opportunity to transform the temporary domicile of one who gravitates around the world of education into a stable residency. The data furnished by the Venetian academic institutions (Ca' Foscari, IUAV and the Music Conservatory) for the academic year 2015/16 show that of the 25 thousand students registered more than 18 thousand are from elsewhere.

On the 16th of May 2016 The University of Ca' Foscari put forward the project of temporary housing for students that will be built in Venice in the Santa Marta area, intended to accommodate around 650 students, offering them the opportunity to enjoy their university experience to the full. The project will regenerate an area of Venice, transforming it into a small university town endowed with services and green spaces close to lecture rooms and libraries. This is a financed investment of 35 million Euros, with a contribution from MIUR of around 4.5 million Euros.

The flow of **commuters for study or work** is also numerically significant, connected to the presence of important magnets of higher education and to economic activities localised in the lagoon city. Information from the 2011 Census highlights how almost 113 thousand of the municipality's residents commute daily within the municipality itself for reasons of study or work, to which are added the more than 45 thousand who enter the municipality from the metropolitan area and another 26 thousand who arrive in the Municipality of Venice from outside the metropolitan area to study or work.

4. The stages of the participatory route

The Mandate Guidelines 2015-2020 at point 10.1.1. note as an aim, 'Control the tourist influx to make it compatible with the daily life of the resident citizens, restructure the visitor's tax and also attack its evasion, and organise services and transport to avoid congestion, creating new itineraries.'

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Towards this aim, the Administration has set out different actions forming part of a greater strategy of sustainable tourism. In particular, with the objective of tackling the control of tourism in a participatory fashion, the Municipality of Venice held a close meeting with the citizens, trade associations and economic and cultural groups, to identify a strategy with the greatest possible consensus on regulating and managing the tourist flows.

This took place in the institutional seat of the relevant Council Committees responsible for matters of tourism, culture, commerce, productive activities and mobility (IV, VI, VIII and IX), at which citizens, trade associations, formal and informal groups, and businesses were invited to put forward proposals for a solution to the tourist pressure on the city. From the month of September 2016, in successive seatings of the Council Committees, transmitted in streaming to facilitate the sharing of the contents, 23 projects were presented. Each project proposer was asked to provide a project-schedule containing regulatory terms, areas of action, an economic framework, and a time-frame for implementation. Not all proposers have complied with this obligation.



The Administration has at the same time set up for the first time for a sector so important for the City a '**Technical Working Group for the analysis of proposals on the tourist influxes**' (pg. n. 470417 of 7/10/2016 then integrated with note on pg. n. 107892 of 2/3/2107) made up of executives and functionaries of the Municipality and representatives of the most important participating bodies. The Working Group has the task of **assessing, from a technical-formal viewpoint, the legal and administrative**

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sustainability of the individual proposals presented and discussed in the Committee. This entails observations that will allow the Group to formulate a complete proposal that is sustainable legally, financially, environmentally, economically and managerially that can be used for the territorial *governance* of the tourist flows.

	PROJECT NAME	PROPOSER
	Albatravel	Andrea Gersich
2	Pass4Venice	Andrea Casadei
3	San Marco Pass	Marco Scurati
4	Vate	Francesco Pedrini
5	Venezia Libera	Roberta Bartoloni
6	Italia Nostra	Paolo Lanapoppi
7	Carta Veneziano	Fabio Mozzato Gardazzo
8	Concepts Draft	Tullio Galfrè
9	Venezia Cambia	Marco Zanetti
10	Ztl revolution	Cristiano Farina
11	Venice Projet Center	Fabio Carrera
12	Progetto per Venezia	Ugo Ticozzi
13	Proposta Consigliere	Odino Dell'Antonio
14	Rainbow	Stefano D'Almo
15	Turismo Confesercenti	Alessia Bellato
16	Progetto Flussi	Tommaso Bortoluzzi
17	Venice Mobile	Roberto Fissanotti
18	Venice Plus	Manuel Brunello Vecchina
19	Decalogo Comportamentale Venessia.com	Matteo Secchi
20	Controllo e Monitoraggio Flussi	Gildo Trevisan
21	Ass. Veneziana Albergatori	Claudio Scarpa
22	Gruppo Generazione90	Marco Caberlotto
23	ABBAV Ass B&B	Angelica Zin

5. Principal mission statements of the projects presented and adopted by the Technical Working Group

The Working Group, between October 2016 and February 2017 analysed the proposals on the tourist influxes presented in Committee identifying certain recurrent common themes in the different projects. The analysis then proceeded to determine six principal mission statements, also considered worthy of interest for the Administration.

- 1) To know the number of visitors, also for the purposes of public security
- 2) To spread the influxes in the best possible way throughout the entire year and throughout the whole of the old City

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- 3) To identify new strategies of mobility for the old City**
- 4) To regulate the tourist resources**
- 5) To improve the quality of what is on offer to tourists by means of information, observation of proprieties and dissemination of codes of behaviour**
- 6) To obtain resources for the Municipality's finances for the benefit of the citizen body**

For each mission statement The Working Group identified the actions to be pursued, the means, the results expected, and the proposers of the respective proposals illustrated in Committee VI, joined with Committees IV, VIII and IX.

The consequent work of the Technical Group, from February 2017 until the 31st of March 2017 was concentrated upon the revision of these mission statements and their corresponding actions towards a design that would take the greatest possible account of the contribution of the participatory route. There follows here a **summary framework of the work undertaken during the Committees' hearings.**

MISSION STATEMENT 1

To know the number of visitors, also for the purposes of public security

ACTIONS	MEANS	EXPECTED RESULT	PROPOSER	DMP CORRELATION
SMARTPHONE ENABLED DEVICES FOR THE PERSONAL USE OF VISITORS	Profiling system for tourists based on their consultations on (CRM) WEBSITE with APP cultural / entertainment offers with interactive map and collection of tourist requests ACCESS POINT WI FI BEACON BLUETOOTH	Obtain in real time the number of people actually in the city. Convey real-time information on the city to the tourist. Gather information from the tourist	- VATE - VENICE MOBILE - - NEXT OPEN TURISMO -CONFESERCEN TI -CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROPOSTA CONSIGLIERE	'Governance OBJECTIVE: Know our visitor. Promotion, communication and marketing OBJECTIVE: explain the potential of the cultural productions'
AGREEMENTS WITH MOBILE TELEPHONE PROVIDERS	Conclusion of agreement/ arrangement with the various mobile telephone companies for the acquisition of data on the number of devices present in given telephone cellblocks	Obtain in real time the number of people actually in the city. Convey real-time information on the city to the tourist. Gather information on the tourist	VATE VENICE MOBILE - NEXT OPEN TURISMO CONFESERCENTI CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROPOSTA CONSIGLIERE	'Governance OBJECTIVE: Know our visitor.'
WEB PLATFORM AND CITY CARD	Creation of a new platform for acquiring the various services of the city (TP: ticket, museum tickets, WiFi, public lavatories etc.) and reservation for tourist accommodation (hotels, other alternatives and tourist places). Use of site already existing Comune e/o Venezia Unica	Obtain well in advance the expected number of visitors in the city at a determined period. Possibility of putting in place proposals (packets) aimed at tourists.	TURISMO CONFESERCENTI VENEZIA CAMBIA VENEZIA LIBERA VENICE MOBILE NEXT OPEN CONCEPTS DRAFT CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROGETTO PER VENEZIA SAN MARCO PASS PASS4VENICE ABBAV - ASS. B&B	'Governance OBJECTIVE: Know our visitor. Promotion, communication and marketing OBJECTIVE: Potentializing the channels of sale'
MONITORING DEVICES FOR THE TERRITORY	Telecameras and software of video analysis on the web platform	Obtain in real time the number of people actually in the city and their flow.	-CONFESERCENTI	'Governance OBJECTIVE: Know our visitor. Security and propriety OBJECTIVE: Security
USE/CREATION OF AD HOC SYSTEMS	'Dashboard' set up on the site <i>veniceprojectcenter.org</i> with a dashboard with a series of indicators	Obtain in real time the number of people actually in the city	-VENICEPROJET CENTER	'Governance OBJECTIVE: Know our visitor.

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	that measure how many people are in the city in real time			
AGREEMENTS WITH RAIL NETWORK SUPPLIERS (TRENITALIA)	Specific agreements with rail network managements prior to possible changes in the Special Law with the aim of monitoring the number of visitors who arrive by train. Establishment of a surcharge on a train ticket for arrival at Venice in exchange for the provision of services (e.g. access to public WC, contribution to waste disposal etc.)	Know the exact number of visitors/city users (commuters, students, workers etc.) who arrive at Santa Lucia	ZTL REVOLUTION CARTAVENEZIANO VENICE PROJET CENTER	'Governance OBJECTIVE: Know our visitor.
ESTABLISHMENT OF NEW CHARGES	Establishment of a landing charge for launch passengers (also with an increasing charge depending on how close the point of landing is to Piazza San Marco). Establishment of a landing charge for cruise liner passengers	A further means of calculating the number of visitors: increased revenue for the Municipality's Administration. The differentiated tariff will contribute to the distribution of the flow throughout the historic centre.	ZTL REVOLUTION PROGETTO ALBATRAVEL CARTAVENEZIANO	'Governance OBJECTIVE: Know our visitor
ESTABLISHMENT OF LANDING CHARGES	Establishment of a landing charge for visitors to the smaller islands in the meaning of art.33 law n.221 of 28/12/2015 <i>'Requirements relating to the environment to promote measures of green economy and to limit the excessive use of natural resources'</i> .	Calculation of visitors to the islands; the proceeds of the charge intended to finance measures in waste collection and disposal, environmental rescue and safeguarding, tourism, culture, local police and mobility in the smaller islands; financial revenues.	- RAINBOW	'Governance OBJECTIVE: Know our visitor

MISSION STATEMENT 2

To spread the influxes in the best possible way throughout the entire year and throughout the whole of the old City

ACTIONS	MEASURES	EXPECTED RESULTS	TITLES PROPOSERS	DMP CORRELATION
SHOWS AND EXHIBITIONS OF GREATER IMPORTANCE INSERTED INTO THE CALENDAR IN PERIODS OF LESSER INFLUX	Drafting a calendar of events adapted to the goal	Greater regulation of the flow. Seasonal adjustment	– CARTAVENEZIANO – ABBAV ASS. B&B	‘Promotion, communication and marketing OBJECTIVE: Express the potential of the cultural products OBJECTIVE: Creation of events also in the ‘low-season’ period to make use of the city’s fascination throughout the year OBJECTIVE: To promote the spread of tourism in the Mainland’
LIMITED ACCESS TO PIAZZA SAN MARCO (QUOTA SYSTEM OR ENTRANCE TICKET)	Entrance charge to the San Marco museum area and daily limits to entrance	By limiting access to the Piazza incentives are given to a diversification of the itineraries.	– SAN MARCO PASS –PROGETTO PER VENEZIA –VENICE MOBILE NEXT OPEN	Governance OBJECTIVE: Know our visitor’
FROM A UNI-DIRECTIONAL SYSTEM TO A SYSTEM OF WIDER ACCESSIBILITY	Take action on the landings, diversifying them both for launches and in general. In particular take action on the system of urban navigation mobility with the aim of serving all areas, even those more peripheral, so as to bring about natural movements of the flows of tourists. Establishment of new landing and embarking points (for example at Sant’Elena, Castello, on its northernmost point in the ex-ACTV area and at	Decongestion of water/pedestrian traffic in Riva degli Schiavoni/ Bacino San Marco. Revitalisation of areas of the city involved by new points of landing and embarking.	TURISTICI-RITORNO AL PASSATO– PROGETTO ALBATRAVEL	‘Promotion, communication and marketing: OBJECTIVE: Potentialising the channels of sale’

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	various other points around the whole perimeter).			
POSTERS AND INFORMATION COLUMNS	Use information columns as a means of communication for all users, providing not only tourist information but also indicating possible problem situations in the city (for example, points of congestion). Promotion campaign in place also with provision of appropriate posters, International promotion campaign also through tour operators	Communicate to visitors a large amount of information on behaviour in Venice (e.g. bathing in the canals is forbidden or the riding of bicycles is forbidden). Better informed, more aware and more considerate visitors.	PROGETTO FLUSSI TURISTICI-RITORNO AL PASSATO	'Security and propriety' OBJECTIVE: Propriety
A 'TEN COMMANDMENTS' ON BEHAVIOUR FOR VISITORS			DECALOGO COMPORTAMENTALE	

MISSION STATEMENT 3

To identify new strategies of mobility for the old City

ACTIONS	MEASURES	EXPECTED RESULTS	TITLES PROPOSERS	DMP CORRELATION
FROM A UNI-DIRECTIONAL SYSTEM TO A SYSTEM OF WIDER ACCESSIBILITY	Take action on the landings, diversifying them both for launches and in general. In particular take action on the system of urban navigation mobility with the aim of serving all areas, even those more peripheral, so as to bring about natural movements of the flows of tourists. Establishment of new landing and embarking points (for example at Sant'Elena, Castello, on its northernmost point in the ex-ACTV area and at various	Decongestion of water/pedestrian traffic in Riva degli Schiavoni/ Bacino San Marco. Revitalisation of areas of the city involved by new points of landing and embarking.	TURISTICI-RITORNO AL PASSATO-PROGETTO ALBATRAVEL	'Promotion, communication and marketing: OBJECTIVE: Potentialising the channels of sale'

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	other points around the whole perimeter).			
DIVERSIFY THE ARRIVAL POINTS OF PRIVATE BUSES COMING FROM THE MAINLAND	New Terminals for private tourist buses at Fusina and San Giuliano. New lines of public and private transport by boat – San Giuliano/Fondamento Nove, Fusina/Arsenale	Decongestion of water/pedestrian traffic in Riva degli Schiavoni/ Bacino San Marco. Lightening of traffic at Ponte della Libertà. Urban and economic regeneration of the areas intended for the new points of landing and the new terminals	PROGETTO ALBATRAVEL	
CHANGES TO THE TPL NAVIGATION SERVICE ROUTES	Lightening of traffic in the Grand Canal by implementing other routes of navigation along the Giudecca Canal and provision of an outer ring-route giving access to the historic centre. Integration of new routes of public transport from Tessera, passing through Murano, Fondamente Nove, Arsenale and intended to serve the area of Castello	Decongestion of water traffic in the Grand Canal. By changing the routes and landing points, the pedestrian itineraries will also be changed and the flow of visitors controlled	– PROGETTO ALBATRAVEL CONCEPTSDRAFT –PROGETTO FLUSSI TURISTICI- RITORNO AL PASSATO	
ADJUSTMENTS TO ROUTE TARIFFS	Establish a differentiated tariff for public water transport on the basis of the route taken, the importance of the routes and the position of the moorings	Improvement of the mobility service and improvement of the cost-effectiveness	–PROGETTO FLUSSI TURISTICI- RITORNO AL PASSATO	‘Promotion, communication and marketing: OBJECTIVE: Potentialising the channels of sale’
INCREASED TARIFF FOR TPL BUSES IN THE DIRECTION OF VENICE	Establish a differentiated tariff fro the bus routes arriving at and leaving from Piazzale Roma	Improvement of the mobility service and improvement of the cost-effectiveness	_ABBAV ASS. B&B	‘Promotion, communication and marketing: OBJECTIVE: Potentialising the channels of sale’

MISSION STATEMENT 4
To regulate the tourist resources

ACTIONS	MEASURES	EXPECTED RESULTS	TITLES PROPOSERS	DMP CORRELATION
MANAGEMENT OF GROUPS	Round table discussions with agencies of INCOMING, tour operators, tourist guides etc. (projections also of a possible quota for number of groups/number of members).	Improved control of the presence of organised groups in the territory, more sustainable for the city and residents. Presence in the territory of a number of groups limited by quota (absolute number/ number of members) with relative decrease in tourism pressure	– PROGETTO FLUSSI TURISTICI-RITORNO AL PASSATO – ALBATRAVEL – ITALIA NOSTRA VENICE PROJECT CENTER	‘Security and propriety OBJECTIVE: propriety’
WEB PLATFORM AND CITY CARD	Creation of a new platform for acquiring the various services of the city (TP: ticket, museum tickets, WiFi, public lavatories etc.) and reservation for tourist accommodation (hotels, other alternatives and tourist places). Use of site already existing Comune e/o Venezia Unica	Obtain well in advance the expected number of visitors in the city at a determined period. Possibility of putting in place proposals (packets) aimed at tourists.	TURISMO CONFESERCENTI VENEZIA CAMBIA VENEZIA LIBERA VENICE MOBILE NEXT OPEN CONCEPTS DRAFT CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROGETTO PER VENEZIA SAN MARCO PASS PASS4VENICE ABBAV - ASS. B&B	‘Governance OBJECTIVE: Know our visitor. Promotion, communication and marketing OBJECTIVE: Potentializing the channels of sale’
FROM A UNI-DIRECTIONAL SYSTEM TO A SYSTEM OF WIDER ACCESSIBILITY	Take action on the landings, diversifying them both for launches and in general. In particular take action on the system of urban navigation mobility with the aim of serving all areas, even those more peripheral, so as to bring about natural movements of the flows of tourists. Establishment of new landing and embarking points (for	Decongestion of water/pedestrian traffic in Riva degli Schiavoni/ Bacino San Marco. Revitalisation of areas of the city involved by new points of landing and embarking.	TURISTICI-RITORNO AL PASSATO– PROGETTO ALBATRAVEL	‘Promotion, communication and marketing: OBJECTIVE: Potentialising the channels of sale’

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	example at Sant'Elena, Castello, on its northernmost point in the ex-ACTV area and at various other points around the whole perimeter).			
DIVERSIFY THE ARRIVAL POINTS OF PRIVATE BUSES COMING FROM THE MAINLAND	<p>New Terminals for private tourist buses at Fusina and San Giuliano.</p> <p>New lines of public and private transport by boat – San Giuliano/Fondamento Nove, Fusina/Arsenale</p>	<p>Decongestion of water/pedestrian traffic in Riva degli Schiavoni/ Bacino San Marco.</p> <p>Lightening of traffic at Ponte della Libertà.</p> <p>Urban and economic regeneration of the areas intended for the new points of landing and the new terminals</p>	<p>PROGETTO FLUSSI</p> <p>TURISTICI-RITORNO AL PASSATO</p>	
CHANGES TO THE TPL NAVIGATION SERVICE ROUTES	<p>Lightening of traffic in the Grand Canal by implementing other routes of navigation along the Giudecca Canal and provision of an outer ring-route giving access to the historic centre.</p> <p>Integration of new routes of public transport from Tessera, passing through Murano, Fondamente Nove, Arsenale and intended to serve the area of Castello</p>	<p>Decongestion of water traffic in the Grand Canal. By changing the routes and landing points, the pedestrian itineraries will also be changed and the flow of visitors controlled</p>	<p>- PROGETTO ALBATRAVEL</p> <p>– CONCEPTSDRAFT</p> <p>–PROGETTO FLUSSI TURISTICI- RITORNO AL PASSATO</p>	
REGULATION OF TOURIST FACILITIES	<p>Revision of the NTA for the old city in terms of the envisaged functions. Proposal for emendations to the Regional Law on Tourism n. 11/2013 for the modification to tourist locations.</p>	<p>The geo-morphological and urban singularities of the City and its capacity for a sustainable load, must be adequately represented in the Veneto Region, as well as in the relations of the report with the</p>	<p>VENICE PROJET CENTER ITALIA NOSTRA</p>	<p>'Tourist facilities</p> <p>OBJECTIVE: Combating illegal activities</p> <p>OBJECTIVE: Containment of these activities</p>

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ESTABLISHMENT OF NEW CHARGES	Establishment of a landing charge for launch passengers (also with an increasing charge depending on how close the point of landing is to Piazza San Marco). Establishment of a landing charge for cruise liner passengers	residents.. A further means of calculating the number of visitors: increased revenue for the Municipality's Administration. The differentiated tariff will contribute to the distribution of the flow throughout the historic centre.	ZTL REVOLUTION PROGETTO ALBATRAVEL CARTAVENEZIANO	'Governance OBJECTIVE: Know our visitor
ESTABLISHMENT OF LANDING CHARGES	Establishment of a landing charge for visitors to the smaller islands in the meaning of art.33 law n.221 of 28/12/2015 ' <i>Requirements relating to the environment to promote measures of green economy and to limit the excessive use of natural resources</i> '.	Calculation of visitors to the islands; the proceeds of the charge intended to finance measures in waste collection and disposal, environmental rescue and safeguarding, tourism, culture, local police and mobility in the smaller islands; financial revenues.	- RAINBOW	'Governance OBJECTIVE: Know our visitor

MISSION STATEMENT 5

To improve the quality of what is on offer to tourists by means of information, observation of proprieties and dissemination of codes of behaviour

ACTIONS	MEASURES	EXPECTED RESULTS	TITLES PROPOSERS	DMP CORRELATION
ACTIONS AIMED AT MARKETING	Creation of personalised offers and packets corresponding to the interests of individual visitors (e.g. appropriate marketing for the middle to high financial range) Promotion of Venice as a ' <i>pre-reservation city</i> ' with benefits for those who pre-book and	A channel of communication is created aimed at the different types of visitor, through which to convey a whole series of useful information for a more aware and considerate visit. This will draw a tourism with a greater capacity for spending. Contact with the	CONFESERCENTI PROGETTO PER VENEZIA	'Promotion, communication and marketing OBJECTIVE:

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	disadvantages for anyone arriving on the spur of the moment through adjusted tariffs	tourist before his/her arrival with the possibility of communicating the information that we consider be prioritised		
INCREASE POLICE CONTROL	Increase in the local police body	Improvement of urban propriety and quality of life in the City; More revenue deriving from administrative penalties laid down in the local police regulations	–PROGETTO FLUSSI TURISTICI- RITORNO AL PASSATO	‘Security and propriety OBJECTIVE: Security’
WEB PLATFORM AND CITY CARD	Creation of a new platform for acquiring the various services of the city (TP: ticket, museum tickets, WiFi, public lavatories etc.) and reservation for tourist accommodation (hotels, other alternatives and tourist places). Use of site already existing Comune e/o Venezia Unica	Obtain well in advance the expected number of visitors in the city at a determined period. Possibility of putting in place proposals (packets) aimed at tourists.	TURISMO CONFESERCENTI VENEZIA CAMBIA VENEZIA LIBERA VENICE MOBILE NEXT OPEN CONCEPTS DRAFT CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROGETTO PER VENEZIA SAN MARCO PASS PASS4VENICE ABBAV - ASS. B&B	‘Governance OBJECTIVE: Know our visitor. Promotion, communication and marketing OBJECTIVE: Potentializing the channels of sale’
SMARTPHONE ENABLED DEVICES FOR THE PERSONAL USE OF VISITORS	Profiling system for tourists based on their consultations on (CRM) WEBSITE with APP cultural / entertainment offers with interactive map and collection of tourist requests ACCESS POINT WI FI BEACON BLUETOOTH	Obtain in real time the number of people actually in the city. Convey real-time information on the city to the tourist. Gather information from the tourist	VATE VENICE MOBILE - NEXT OPEN TURISMO CONFESERCENTI CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROPOSTA CONSIGLIERE	‘Governance OBJECTIVE: Know our visitor. Promotion, communication and marketing OBJECTIVE: explain the potential of the cultural productions’
AGREEMENTS WITH MOBILE TELEPHONE PROVIDERS	Conclusion of agreement/ arrangement with the various mobile telephone companies for the acquisition of	Obtain in real time the number of people actually in the city. Convey real-time information on the city to the	VATE VENICE MOBILE - NEXT OPEN TURISMO CONFESERCENTI CONTROLLO E	‘Governance OBJECTIVE: Know our visitor.’

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	data on the number of devices present in given telephone cellblocks	tourist. Gather information on the tourist	MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROPOSTA CONSIGLIERE	
POSTERS AND INFORMATION COLUMNS	Use information columns as a means of communication for all users, providing not only tourist information but also indicating possible problem situations in the city (for example, points of congestion). Promotion campaign in place also with provision of appropriate posters, International promotion campaign also through tour operators	Communicate to visitors a large amount of information on behaviour in Venice (e.g. bathing in the canals is forbidden or the riding of bicycles is forbidden). Better informed, more aware and more considerate visitors.	PROGETTO FLUSSI TURISTICI-RITORNO AL PASSATO DECALOGO COMPORAMENTALE	'Security and propriety' OBJECTIVE: Propriety
A 'TEN COMMANDMENTS' ON BEHAVIOUR FOR VISITORS				

MISSION STATEMENT 6

To obtain resources for the Municipality's finances for the benefit of the citizen body

ACTIONS	MEASURES	EXPECTED RESULTS	TITLES PROPOSERS	DMP CORRELATION
ESTABLISHMENT OF NEW CHARGES	Establishment of a landing charge for launch passengers (also with an increasing charge depending on how close the point of landing is to Piazza San Marco). Establishment of a landing charge for cruise liner passengers	A further means of calculating the number of visitors: increased revenue for the Municipality's Administration. The differentiated tariff will contribute to the distribution of the flow throughout the historic centre.	ZTL REVOLUTION PROGETTO ALBATRAVEL CARTAVENEZIANO	'Governance OBJECTIVE: Know our visitor
ESTABLISHMENT OF LANDING CHARGES	Establishment of a landing charge for visitors to the smaller islands in the meaning of art.33 law n.221 of 28/12/2015 <i>'Requirements relating to the</i>	Calculation of visitors to the islands; the proceeds of the charge intended to finance measures in waste collection and disposal, environmental	- RAINBOW	'Governance OBJECTIVE: Know our visitor

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	<i>environment to promote measures of green economy and to limit the excessive use of natural resources'.</i>	rescue and safeguarding, tourism, culture, local police and mobility in the smaller islands; financial revenues.		
ESTABLISHMENT OF ENTRY TICKET	Charge for all types of day-tripper (e.g. For the first year only those travelling in groups, then for everyone). A surcharge to be paid by day-trippers for entry to the city possibly through increased Municipal Administration: ZTL, municipal garage parking etc.	Greater revenue for the Administration	ALBATRAVEL ITALIANOSTRA CARTAVENEZIANO VENICEPROJET CENTER -ZTL REVOLUTION -PASS4VENICE	Promotion, communication and marketing OBJECTIVE: Potentializing the channels of sale'
AGREEMENTS WITH RAIL NETWORK SUPPLIERS (TRENITALIA)	Specific agreements with rail network managements prior to possible changes in the Special Law with the aim of monitoring the number of visitors who arrive by train. Establishment of a surcharge on a train ticket for arrival at Venice in exchange for the provision of services (e.g. access to public WC, contribution to waste disposal etc.)	Know the exact number of visitors/city users (commuters, students, workers etc.) who arrive at Santa Lucia	ZTL REVOLUTION CARTAVENEZIANO VENICE PROJCT CENTER	'Governance OBJECTIVE: Know our visitor.
WEB PLATFORM AND CITY CARD	Creation of a new platform for acquiring the various services of the city (TP: ticket, museum tickets, WiFi, public lavatories etc.) and reservation for tourist accommodation	Obtain well in advance the expected number of visitors in the city at a determined period. Possibility of putting in place proposals (packets) aimed at tourists.	TURISMO CONFESERCENTI VENEZIA CAMBIA VENEZIA LIBERA VENICE MOBILE NEXT OPEN CONCEPTS DRAFT	'Governance OBJECTIVE: Know our visitor. Promotion, communication and marketing OBJECTIVE: Potentializing the channels of sale'

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	(hotels, other alternatives and tourist places). Use of site already existing Comune e/o Venezia Unica		CONTROLLO E MONITORAGGIO ACCESSI AL CENTRO STORICO DI VENEZIA PROGETTO PER VENEZIA SAN MARCO PASS PASS4VENICE ABBAV - ASS. B&b	
INCREASE POLICE CONTROL	Increase in the local police body	Improvement of urban propriety and quality of life in the City; More revenue deriving from administrative penalties laid down in the local police regulations	–PROGETTO FLUSSI TURISTICI- RITORNO AL PASSATO	‘Security and propriety OBJECTIVE: Security’

Subsequently the six mission statements were analysed in relation to the repeatability of the actions designed to achieve them. It was found that a number of actions satisfied the mission statements more, marking themselves as strategical.

Consequently at the end of a project development by the Administration the six mission statements — which had been identified and related to the programme Guidelines of the 2015-2020 mandate and with the Single Programme Document 2017-19 approved by the Council Deliberation n. 73 of 21.12.2016 — were revised, reducing the six mission statement to four macro objectives of a general character:

- A) Control resources
- B) Safeguard the residential nature
- C) Budget for extra costs to favour the increased use and development of the City
- D) Introduce innovations in information dissemination and marketing. Encourage a responsible and sustainable tourism.

SECOND PART: OPERATIONAL PROJECT

1. The strategy of the municipality of Venice towards an integrated *governance* of the resource of tourism

The project here discussed responds to a wide and integrated vision of the topic: to satisfy the multiplicity of needs with the present warning that this can no longer be postponed from both the local communities and also from national and international institutions.

The prioritised mission statement is that already made and identified at point 10.1.1 of the Mandate Guidelines 2015-2010, *'Control the tourist influx to make it compatible with the daily life of the resident citizens, restructure the visitor's tax and also attack its evasion, and organise services and transport to avoid congestion, creating new itineraries'*: therefore **the management of the resource in terms of compatibility, sustainability and making good use of it with the historical, social and economic fabric of the Cities and with respect for the citizens' right of residence.**

The analyses of the sector, also well represented in the recent **strategic national Plan for the development of Tourism. highlighting that cultural tourism is a distinctive element of the Italy brand and one of the strong points that the country has to offer. The culture and the landscape constitute the most important elements in our portfolio of tourist products.** In this national context, Venice certainly represents a territorial reality that has all the characteristics to continue to be a driving force for the economy of the country and for the Veneto in particular.

However, the analyses also highlight a **constant growth in tourism, in particular of the so-called 'hit-and-run'**, which has a negative impact on the fragile territory of our city. It therefore becomes a priority **to rethink completely the tourist supply in terms of quality and of valuing the entire heritage.**

In this scenario it becomes fundamental **to promote with every method possible today the pre-reservation of visits**, with the aim of planning and programming the phenomenon under all the profiles of competence, by making use of the best technical and technological resources existing today in the market.

It is furthermore considered useful in this document to provide a complete vision of all the actions initiated by the Administration, in order to give an overview of the advances in administrative activity already in effect, seeking where possible to identify the timeframe and costs.

An analysis has therefore been carried out of the context of reference, compared with the strategies indicated in the Mayor's Document and in other acts of the programme, highlighting the state of actions already taken by the Administration and in advanced stages of realisation.

Tourism undoubtedly constitutes a precious resource. **For such a resource to become sustainable its size should be known, made use of, accompanied by a well-behaved and considerate enjoyment of places, accepted and transmitted on a growth path through the whole metropolitan territory, offering the tourist an experience that should not stop at the old City but should also increasingly involve the rest of our metropolitan territory.**

With this document the Municipality of Venice, within the sphere of its own powers

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relating not only to tourism but in general to governing the territory and the communities settled there, wishes to pursue these macro **objectives of a general character**:

- A) Control resources
- B) Safeguard the residential nature
- C) Budget for extra costs to favour the increased use and development of the City
- D) Introduce innovations in information dissemination and marketing. Encourage a responsible and sustainable tourism.

**A) MANAGE
THE RESOURCE**

A) MANAGE THE RESOURCE

A. Manage the tourism resource

This general objective constitutes the fulcrum of the project under examination.

Only by means of extensive planning of the phenomenon will it be possible to achieve the strategic mission statement orientated to the policy of sustainable tourism, indicated in the Mandate Guidelines 2015-2020.

Tourism, in fact, apart from representing a fundamental resource for our economy and for that of the whole Region, **must constitute more than ever an occasion for renewal and development of the community, of new generations, an opportunity for economic, social and employment growth in accordance with the values of sustainability and the integrity of the surroundings.** The critical situations are numerous and derive principally from the **lack, in the past, of an integrated and cross-sector management of the functions of the authority and the associated public services.** This problem in the system is manifest in all its complexity in our moment of history in which the tourist phenomenon has completely exploded in terms of mass tourism and day-tripper tourism. This has happened, often, without a united plan, without a shared vision. **A united strategy on the issues is considered necessary.**

The authenticity and singularity of the territory constitute the value of our City and the entire metropolitan area of which Venice is the centre.

The management of such a complex resource requires a deep understanding of the phenomenon in different aspects. The first of those is represented by the numerical dimension of the flows of tourists in the different days and different periods. **To manage also means being able to monitor constantly the points of entry, in order to understand whether a limit to the numbers should be implemented at specific periods.** A modern management evolved from the tourism phenomenon requires the possibility of satisfying, by means of the appropriate technology, profiling of the tourist, if they are a day-tripper or staying overnight, in order to convey the variety of what is offered to the tourist in our territory in a correct and targeted way. Only a very deep understanding of the phenomenon, and of its characteristics, can favour the correct development of its management.

It will then be possible to have balanced and sustainable tourist flows, adapted to the economic needs of our territory, as well as supporting our typical craftsmanship, our artisan and local products, and more generally the '*Venezianità*', constituting for the community and opportunity for rebirth and rediscovery of their own roots and, at the same time, use being made of what is offered in qualitative terms for the tourist sector.

The general objective is divided, in the following paragraphs, into single, specific objectives, which, when put together, are targeted at achieving its realisation.

A.1 Direction Centre: understand the resource for the purpose of planning choices

The management of the tourist phenomenon in Venice seeks as its first specific objective the creation of a **unified Direction Centre** where all the many pieces of information and necessary data are channelled to the management bodies for analysis intended for further analysing and monitoring the phenomenon and identifying the strategic programming actions to be taken.

To this day, there is no structure inside the Administration that gathers and controls, for the purposes of analysis and development, all the data containing information on arrivals, presence, overnight visitors, day-trippers, accommodation facilities, urban and extra-urban mobility, railway traffic, maritime traffic, behaviour violations, surveys of illegal actions, museum visits, and events and incidents in general.

The data was not collected in past years in a systematic way and above all did not, in real time, flow into the Administrations processes of evaluation but instead remained in the inside circle of the relevant body to which it pertained.

The local actors, mainly the operators of the transport and mobility systems (Trenitalia, SAVE, VTP, AVM, VELA, ATVO, ASM etc.), have a key role to play not only from the point of view of transport and parking, but also as holders of a large quantity of information on points of entry to the city that is particularly important in terms of policies and operations aimed at regulating the flows.

The only organic collection, published annually, is the Tourism Yearbook (*L'Annuario de Turismo*) produced by the Administration's Tourism Sector. This is a useful work for understanding the major tourist trends, from both the demand and supply sides, but it does not allow an evaluation in real time, being based only upon past data, **As a result we lack an integrated and dynamic analysis, correlated with data gathered in real time. The objective now must be to make use of instruments that enable contextual analysis by the gathering of useful information for a statistical evaluation of a preventive nature.**

This situation indubitably represents a critical issue that the Municipal Administration wishes to resolve: on the one hand by means of accurate choices in investing in the best technology that allows us today to acquire a multiplicity of information on the data and profiling of tourists and connected services; and on the other hand by directing the participatory associations and the Authority in order to coordinate the data that currently exist, but are not systematised or comparable. Moreover, the greatest possible incentives will be given for the integration of actions through the various actors of public and private stakeholders initially taking part in the Venice OGD.

A.2 Smart Control Room

A modality already identified in the **PON Programme Metro 2014-2020** concerns the realisation of a Smart Control Room initiated with the VE2.2.1 project.

The **PON METRO** (*Programma Operativo Nazionale Città Metropolitane 2014-2020* —

Metropolitan Cities National Operational Programme 2014–2020) is an operational programme dedicated to the Metropolitan Cities. By inclusion in the framework of the national urban Agenda and the sustainable urban development outlined in the Partnership Agreement for the 2014–2020 programme, it has the aim of identifying and implementing solutions to the critical situations common to all the metropolitan areas identified, in line with the objective of Europe 2020, through intelligent, inclusive and sustainable growth.

The Municipal Administration of Venice, within the PON Metro Programme Axis 2 – Sustainability of services and of urban mobility, has developed **a course of action aimed at optimising the flow of traffic (by land and water) by means of one of their intelligent controls**. The course of action develops by means of three projects of information mobility and intelligent transport systems with the principal objective of monitoring, controlling and managing the traffic and flows, by developing systems of analysis and road and water safety:

- **Smart Control Room** – integrated system for the control and management of mobility and road safety
- **Integrated management of mobility** – management of car-parks, creation of intelligent routes, payment system via mobile phone, control of check points, of ZTL and number plate verification
- **Monitoring of pedestrian flows** – for realising a predictive model in support of land and water mobility

What we call the ‘Direction Centre’, meaning the nexus of management, analysis and programming, has in the ‘Smart Control Room’ its operational centre.

The latter represents the shared physical space responsible for the data transmitted from all the parts that register and arrange the city system, placing them in relation to each other.

Into the Smart Control Room, therefore, are fed the results from the equipment for monitoring and controlling the critical systems for governing the city, such as, for example: the multimodal local transport network, the video surveillance systems for road traffic, the traffic light networks, the telecameras for monitoring water and pedestrian traffic, and the telecommunications networks. In short, within the Smart Control Room are found the systems for managing the services such as statistical and predictive models used for their optimal organisation.

This solution makes possible the conscious taking of decisions which require the involvement of more stakeholders (bodies/businesses) than could normally operate from their respective locations, each of them within their own field of competence. The Smart Control Room, in other words, allows **the surpassing of the fragmented vision of control of services**. In addition, the Smart Control Room allows the systems of monitoring, of territorial control and of information technology and the web to be held in common, with consequent reduction of those costs arising from duplication of systems.

A.3 Monitor and control the entrance points and mobility within the city, also to make it safer

Within the context of **this strategic scenario, soon to be launched**, it is, however, considered necessary to undertake an internal course for the Municipal directorate and the participatory associations with a view to the creation of a **provisional model based on both historic data and real time data, coming from various sources, among then principally the terminals and vectors of entrance to Venice**. The objective is to place the data and information on entrance points to the city in a system and then make use of this, so enabling the undertaking of correct actions of monitoring, control and improvement of all the processes, above all from a circular and systematic perspective of the information gathered in real time.

The value to be achieved is that of knowing the numbers and profiles of the visitors at the various Terminals giving access to the City, then to be joined to a predictive system that will allow action to be taken in anticipation of situations of 'stress' (2).

The capacity to foresee possible days of particular overcrowding and to know how to control the impact on the city in real time, reorganising the services accordingly, appears to be one of the principal means in beginning to control tourism following largely sustainable lines of development, in particular at a physical and social level.

There are numerous systems that enable data collection, both from a 'real-time' viewpoint and in a predictive way.

The management of traffic in many cities is entrusted to a **system of widespread telecameras** that count the number of vehicles circulating and rotate the different traffic situations through the individual road arteries (a similar model is applicable to pedestrian traffic in Venice).

In other cases massive use is made of **big data** coming from the different devices that accompany our daily lives (smartphone, tablet, reader, watch, etc.). And the **connectivity systems (WiFi, bluetooth, 4g, etc.)** are in their turn carriers of information and could be mapped in both a static and dynamic form.

The telephone operators have, moreover, in these years developed numerous tools of collection, analysis and design of big data within commercial projects intended to make the investments of the business much more proactive and secure in terms of targets, tools and locations of communication meant for the client. The same mechanism can also be borrowed by a Public Administration that wishes to improve services to its citizens or monitor the movement flows of people who are placing stress on its territory.

It should be specified that the **monitoring of pedestrian flows in an open area** presents specific technical problems, different from the systems already tried and tested for counting in enclosed areas or for counting vehicles on the road.

(2) The information on the flow of visitors has been developed over the years following different methodologies of estimate (COSES, Università Ca' Foscari, Ciset), which - while being precise and deep - have always represented an ex-post counting (final balance) of the number of tourists and day-trippers in Venice in a given period of time (year/month/day), without therefore enabling either the application to a provisional model, or real-time control of the phenomenon.

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The reasons are linked to the meteorological conditions and to light in general, elements that can largely nullify performance and final results.

It is normally possible to distinguish between video analysis, the use of mixed technology systems (laser detectors or heat sensors), or indeed detection of wi-fi signals of smart devices, of very widespread use, possibly coupled with the phone records of movement provided by the telephone companies. The video analysis is used more simply for detecting pedestrian density and so the percentage of occupation of specific places. In a more complex (and more costly) way video analysis with 3D modality is further used for the counting of pedestrians with margins or error that vary depending on the sophistication of the equipment.

The use of systems of mixed technology (laser or heat sensors) enables the counting of pedestrians, distinguishing between the flow in two directions: the effectiveness varies according to where they are placed in the different urban contexts.

Detection of signals emitted by smart devices requires calibration of the system on the basis of the percentage use of wifi or bluetooth, and particular apparatus for defining the direction of the flow.

All the systems need specific software applications and could possibly be extended to platforms of infomobility online, such as webpages and apps, or onsite such as a network of electronic panels with variable messages, which tell the user of the state of crowding and/or alternatives of less congested itineraries for specific destinations.

GENERAL OBJECTIVE: Manage the resource

SPECIFIC OBJECTIVE: Monitor and control the entry points and mobility

ACTIONS IN THE SHORT TERM–2017: Technology for monitoring the flows

In the short term (2017) experimental initiatives will be implemented in order to monitor in real time the number of people in the City and their movements by means of, for example:

- opening of WiFi citizen
- installations of systems to count people (e.g. telecamera, turnstiles) with the relevant 'readable' software
- selection of partnership with at least one mobile phone operator for the profiling of tourists

The **expected results** will be:

greater efficiency in managing public services (reduction of costs and timeliness in tackling the problem) for security, access and the environment.

improved conditions of security and access for the citizens

ACTION IN THE MIDDLE TERM – 2018

In the mid to long period a synergy will be researched and created with the numerous operators, administrators and transit carriers for the city's terminals in order to construct a model capable of registering the flow already in the stage of booking the journey/stay (tourist accommodation, air travel, rail travel, etc.) and so allow forward knowledge of the human weight that the City must sustain:

- Agreements with the managers of systems of reservation in the accommodation facilities (e.g. Expedia, Booking.com, Airbnb)
- Agreements with the transit carriers

Link to the Mandate Guidelines 2015-2020

3.1 A great educational programme, based on the development of culture, talents, knowledge and awareness, with networking of all institutions of higher education, the Universities and other places of instruction

3.1.5 Progressive development of Wifi throughout the municipal territory

Link to the Single Programme Document 2017-2019 approved by the Deliberation of the Council n.73 of 21/12/2016:

Codex: M4_3.1.5.

A.4 To coordinate the functions of control and security

The City of Venice is daily committed to the subject of **security emergency**, which is of **prime importance** for the entire international community. This commitment is directed **to controlling the territory in terms of safety for the citizens and the tourists themselves, to combating the phenomena of unauthorised building and decay, and to safeguarding urban and behavioural propriety.**

All these actions must be constantly more converging. Towards this end, among other initiatives, it is necessary to cite the **law of 18.4.2017 n. 48, conversion of the Decree n. 14 of the 20th February 2017 setting out 'Urgent measures in the matter of city security'**, which in conversion acquired further strengthening of the Municipalities powers of territorial control.

The complete realisation and fulfillment of these decrees have, among a number of objectives, the aim also of improving knowledge of the tourist phenomenon. Such an objective will be further followed thanks to the actions taken in implementing the specific objectives under the reported examinations into controlling and monitoring the influxes.

The end is to find the point of equilibrium in the use of the City by the different parties (inhabitants, workers, tourists, economic entities).

The operations must, therefore, be aimed at the sustainability of the tourist presence relative to the City's capacity to receive it without compromising its authenticity and integrity; to the safeguarding of the City's propriety; to respect for the basic rules of city living, violations of which we have seen in recent times.

In the context of the functions of control, a decisive role must be assigned to the Local Police, always committed to the fight against illegalities and decay. At this historic moment in the city the task of all the forces committed to the territory is ever greater. In the case of Venice it takes on a multiplicity of aspects: **the security of the locations, the terrorist dangers that recently in April threatened the City, people's mobility, the management of the daily emergency of major tourist influxes, the international events, the fight against illegality and decay.**

Several of the multiplicity of actions to be undertaken have already been initiated by the Administration.

One priority action is the immediate strengthening of sanctions related to the propriety set out in the existing Regulation of Local Police and consequently to **their complete revision** in the light of the complexity of the emerging phenomena as well as the latest regulatory measures dedicated to the '**secure City**'.

The Municipal Administration, in particular, intends to carry out **changes to the current Regulation of Local Police** in consideration of the spread in the municipal territory of certain incidents of behaviour negative to urban propriety, to public safety and to urban security.

Moreover, there are critical situations for monitoring (sometimes leading to unlawfulness) linked to the execution of economic activities, concerning the method of execution, the place and length of timeframe in which such activities are put in

place.

The objective is to **greatly strengthen the action of prevention and suppression of certain unlawful behaviour of particularly negative social value**, in the context of the prioritising role assumed by the Municipal Authority of safeguarding and protecting the values inherent in the concept of ‘urban security’, understood as the whole of public assets subject to compliance with the rules that regulate civil life, with the aim of improving the conditions of life in urban contexts, civil harmony and social cohesion.

In such a sense the last and recent legislative amendments contained in the **law of 18.4.2017 n.48 of conversion of the Decree n. 14 of 20th February 2017 setting out ‘Urgent measures in the matter of city security’**, identify the possibility of provision — with apposite agreements underwritten between the Prefect and the Mayor on the proposal of the Minister of the Interior, with agreement sanctioned by the Council of State — by cities and local autonomies of, depending on the specific nature of the contexts, operations for urban security, pursuing the promotion of respect for urban propriety and **also establishing the participation, through appropriate agreements, of territorial networks of volunteers for the safeguarding of street furniture, of green areas and city parks, and favouring the use of police forces to meet extraordinary needs in controlling the territory, as well as through the use of video-surveillance systems.**

Also to be mentioned are the measures that regulate the ‘right of access’ and the provisions for the cancellation of such a right in order to protect specific places. For the intensification of these activities the Administration is **preparing to strengthen the Body of Local Police with the addition of 70 agents**, for whom the costs commitment has already been sanctioned and the recruitment notice already issued.

The provisions governing the “ban on access” and removal measures must also be revoked to safeguard certain places. With the intensification of these activities, the Administration is **aiming to strengthen the Local Police Corps through the recruitment of new officers**, some of whom will be seasonal, **with the role of also informing tourists and maintaining the decorum of the historic City.**

GENERAL OBJECTIVE: Manage the resource

SPECIFIC OBJECTIVE: Coordinate the functions of control and security

ACTIONS IN THE SHORT TO MID-TERM: Measures for revision of Local Police regulations

Measures in the short term: deliberations of the Municipal Authority for the scaling of the amount of administrative sanctions (according to the gravity of the violation) connected to forbidden acts in favour of the propriety and safety of the city already anticipated in the current Regulation of Local Police.

Measures in the medium term: revision by means of a Deliberation of the Municipal Council of the current Regulation of Local Police with the aim of the provision of more trenchant prohibitions in line with the protection of different public interests with respect to property and the fundamental rights of persons and the community, further providing for a scale of pecuniary fines according to the gravity of the fact (action or omission) of a particular behaviour.

ACTIONS IN THE SHORT TO MID-TERM: Measures for an increase in the Local Police Body

Measures in the short term: Public selection for picking 70 local police agents cat. C1 in accordance with the Municipal Authority Deliberation of the 30th January 2017-06-24.

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Implementation of selective procedure and call for recruitment of a further 100 seasonal agents
Triennial programme for personnel requirements.

Link to the Mandate Guidelines 2015-2020

1.1 Increase the citizens' sense of security in their homes, in the quarters, along the streets, in the parks and all public places.

1.1.4 Reorganisation of the local police to guarantee their presence 24 hours in 24 hours and revision of the Regulation of Local Police.

Link to the Single Programme Document 2017-2019 approved by the Deliberation of the Council n.73 of 21/12/2016:
Codex: M3_1.1.4

Another topic is the correct verification of the number of tourist accommodation facilities in the territory, both in the historic centre and on the mainland.

In this respect it should be remembered that the regional law n. 11/2013 established the Information System on Regional Tourism (*SIRT Sistema Informativo Regionale del Turismo*) which receives all the data from the tourist accommodation facilities. SIRT is implemented and updated by the Region (also through the direct contribution of individuals) and local bodies. In particular:

- the proprietors of accommodation facilities, of conference centres and activities, of estate agencies or tourist accommodation agencies for the single use of a property for tourists subject to their mandate or of subletting, communicate the tourist data directly to the Region;
- the municipalities communicate to the Region the presence of tourists as regards holiday homes.

Currently, also because of the abolition of the Agency of Tourist Promotion, which was previously concerned with such matters, the collection and management of statistical information is not yet in the phase of full upgrade.

Much information **can be obtained systematically by specific agreements, through the representative associations and bodies that take part over and above the OGD**. The objective is to ensure for the Municipal Administration as much updated information as possible that will be useful for the control and territorial verification for the different areas of competence (local police, customs and excise officers, building controls, environmental controls). Such integration of data will also constitute opportunities to be ready to make rapid choices in terms of tourist supplies and mobility for the requirements that emerge.

Another action that the Administration wishes to carry through is the **realisation of territorial control at the second level aimed at the observation of the territory and the success of the first level administrative actions**.

Alongside a new information channel via social media, which will be analysed further on, it is believed that the critical problem of the phenomenon, particularly in the days of major influxes, **must necessarily be met by a major physical presence of employed personnel**, on the basis of different competencies and roles, functions of information providers, prevention, control and prevention.

Finally, the intention is **to continue along the path indicated through operations of collaboration with the Armed and Police Forces in the battle against unlawful building, forgery and illegal acts**.

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In particular the Minister of the Interior has strengthened the presence of the teams of the forces of law and order (the Army, the Military Police, the Customs and Excise Police) with the increase in the number of soldiers involved in the 'Safe Streets' project, involving more than 100 operative units because, as recognised by the same Minister, *'Venice has its own morphological identity that necessitates a plan of specific security like a sartorial garment'*. The collaboration between municipal officials, the Local Police and the Customs and Excise Police led, last May, to a great extent to the success of **the 'Venice journey' operation, aimed at controlling the extra-hotel sector and the tourist accommodation facilities**. By the use of a programme created by Customs and Excise, entitled *'Domus Network'*, the data in the possession of the Municipal Authority was cross-referenced with the data found on the Internet of the various products on the market for tracking down potential evasions of direct taxes, VAT and local charges such as the visitor's charge. The operation led to the highlighting of around 1300 illegal building uses of the 4,000 available, and ascertained non-declared returns of 3 million euros, over and above non-payment of the visitor's charge of at least 120 thousand euros.

In view of these important results from the operation it is intended from now to continue the synergy undertaken

(<http://www.gdf.gov.it/stampa/ultime-notizie/anno-2016/maggio/operazione-venice-journey-appartamenti-e-b-b-locati-in-nero>).

A.5 New strategies of urban and metropolitan mobility

The Municipality of Venice has already effected important actions in terms of urban mobility of strategic importance for a city that develops on such a complex territory. The Tram has been made operational as a system of public transport to unite the Mainland with the old city and contribute to reducing atmospheric pollution, to encourage rapid and sustainable mobility towards Piazzale Roma, with the progressive reduction of the number of buses. Experimentally in 2016, during the holiday season, the hours of the tram service were extended to midnight, to support not only casual workers but also the commuters.

To the same perspective belong the projected operations in the areas of Marittima and Tronchetto, aimed at strengthening their determined positions as multi-modal hubs, and also towards decongestion of the tourist flows. This will involve the installation of parking facilities for the city and the addition of typically urban activities (directional, tourist accommodation, commercial and services). In the specific details there will be a bicycle park and a new car-park with quotas reserved for residents, as well as the strengthening of the people-movers for transporting people. In addition, the systematisation is planned of an important part of the waterwork lines that feed the historic centre, with an estimated value of 3.5 million euros.

Particularly important for the area is the project of moving the Fish Market to the 'Interscambio merci' building, already built and not used, which, apart from being a

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sensible functional improvement, will also allow considerable improvement to the working conditions and will provide a driving force for development of the entire food supply chain. These works will also allow the entire regeneration of a wide strategic area for entry to the city, which has for many years been in a state of decay, by means of quality projects which will enable the potentials for services and spaces of public use, the creation of a true hub for the tourist coaches, a new site for the centre of Local Police, strategically placed at the bridgehead, at the service of the city. There will also be a new Military Police Station to increase the area's garrison for security.

As regards **water mobility**, among the objectives under consideration are **new links, from Tessera, between the mainland and the smaller islands**, within the ambit of the functions foreseen inside Terminal T2 linked to the MasterPlan for Marco Polo airport. The new links will be able to diversify greatly the points of entry to Venice at high-end destinations, will increase the social inclusion of the inhabitants of the islands, and will provide economic development by favouring the activities provided for within the town planning schemes for Terminal 2. Next, **important investments in the realisation of a cycle track** have been made: The link between Mestre and Venice along the Ponte della Libertà, for a cost of more than 4,400,400 euros, the cycle track of Pellestrina, which will make it possible to cover more than half of the island by bicycle in conditions of peace and tranquillity, thereby giving an incentive to social and tourist use with reduced environmental impact on the coasts of the lagoon, the cyclist/walker path that links Punta Passo Campalto to the wood of Campalto, constituting a further stretch of the 'cycle-route through the Barene', and the evocative itinerary through woods, parks and Lagoon that winds around from the Park of San Giuliano to Forte Bazzera.

The next project to be realised is finally the cycle link between the village of Favaro Veneto and Dese, also allowing further access to the wood of Mestre, for a cost of 1,500,000 euros.

A.5.1 Systems of widespread accessibility for the City of Venice and for the Mainland as far as the Metropolitan area

For sustainable management of the flows of tourists and commuters the fundamental objective, also cited in the Operational Plan, is **the improved use of Venice as a whole and in its mutual exchange between the Mainland and the old City**. The Venetian territory is always and inevitably going to be distinguished by its bipolarity, but the channel of communication need not be limited to the only bridge across the Lagoon. The presence of natural world, historical and cultural riches widely disseminated between lagoon and mainland can lead to the spread of reasons to visit throughout the metropolitan area, from the smaller island to the archaeological sites of Altino, from the system of forts to the naturally protected oases, from noble villas to the centres of culture and of free time, creating new patterns of mobility to be used with public and private system of mobility tuned to

inter-modality.

In the slow economic recovery that characterises the present period, the pursuit of the objectives remains firm, in programming the main arguments for public transport provided for in the approved planning measures. At the same time, it remains our priority to favour with sustainable solutions the development of the urban centres of the mainland and islands in such a way as to increase the visits to and enjoyment of locations other than those of the historic City. Our aim is also to promote a tourism that is conscious of the fragility of Venice and of the riches on offer throughout the territorial area.

In order to guarantee sustainable levels of accessibility for the new town-planning settlements envisaged for the whole territory the use of quantitative tools is of primary importance for the comparative assessments of new infrastructures and services of mobility in profiling transport efficiency, technical feasibility, economic-financial sustainability and social usefulness. Just like the old city, which is today so affected by tourist influxes as to be virtually a mono-destination, even the Municipal mainland is subject to the phenomena of intense commuterism of a systematic type, presenting strong relationships between the neighbouring municipalities and the magnet hub of Mestre–Marghera, and weaker exchanges among the remaining zones of the metropolitan area. On the basis of the settlements projected for the time by the town-planning instruments, the Urban Plan for Mobility estimates that for the present year (2017) an increase of workers from 2001 equal to +14.5% in the Municipality of Venice and an increase of residents equal to +8.4% in the neighbouring Municipalities: dynamics of growth that would have led to an increase in commuterism. The data from the ISTAT 2011 census, compared with 2001, confirms a total increase of movement equal to +6% taking place, with the commuter component on average higher.

As regards exchanges between the mainland and the old city, the Ponte della Libertà suffers – in road transport – from strong points of congestion on several particular days and in any case deom a constant level of traffic throughout the whole year, with relatively serious problems of safety and lane-crowding among both individual vehicles and collectively, as well as problems of drink driving.

Because of the direct relationship between readjustment of the tariffs and modal redistribution among the flows, the measures identified should necessarily fall within the policies of wide-scale agreement on integrated tariff measures, and these should be subject to preliminary assessment of the financial sustainability of the entire system of mobility services in Venice (including private services), as well as the regulatory aspects of the allocation of charges and of the reliability of the services of public local transport.

Taking priority, as a preparatory project for the installation of a system of telecameras for limited vehicle entry to the Ponte della Libertà, is the **further development of the existing communication system relative to the remaining capacity of the car-parks at Piazzale Roma and Tronchetto, making their**

mechanisms automatic and decrypted. The operation is planned to put available car spaces on the internet network and to create an **alert system** both **on site** (via the means of changing message panels and traffic lights controlling the transit towards Venice) and **online/mobile** (social media, website, sms, etc.). Once the car-parks located in the two motor vehicle terminals are full (to which will be added Marittima, for both private car traffic going towards the cruise harbour and for the parking already existing there), the system enters alarm mode and initiates the **resulting actions with:** blocking the traffic along the trans-lagoon stretch, with the exception of vehicles with permission to enter the car-parks through concession or pre-reservation; mobile phone communications via the social media setups of the Municipality of Venice's and other involved parties; interactive messages on the electronic information panels placed (or installed) along the road axes of entry to Venice, including the motorway network.

The Venezia Metropolitana 24 ticket

With a single ticket – the same support and same charge (subsidised for certain categories of people) – it will be possible to travel on the entire network served by AVM/ACTV and ARVO (apart from the airport links) – so from Portogruaro to Chioggia, from Stra to Venice – changing at will between water and road transport. The new integrated ticket therefore represents the first step of a course of action seeking progressively to network the various methods of transport and mobility, both public and private, from a perspective of the overall availability for the whole metropolitan territory and the enjoyment of its many attraction factors. Such an initiative also represents a concrete up-dating of a policy of support for families without added costs for the community.

BUS – Quota application

Of the estimated more than 3 million passengers that reach Venice by bus, around 1 million spend the night in tourist accommodation in the City (mostly on the mainland), whereas the remaining 2 million are day visitors. Transit by tourist buses is subject to acquiring the ZTL bus pass. The maximum number of passes could be permanently established on the basis of the calculation of the maximum transport capacity of the Bridge Head, in particular by gathering the correct figures for the turnover of parking places used and the necessary considerations on the morphology of the entire traffic system.

GENERAL OBJECTIVE: Manage the resource

SPECIFIC OBJECTIVE: Systems of widespread accessibility for the City of Venice and for the Mainland as far the Metropolitan area

ACTIONS IN THE SHORT TO MID-TERM: Approval of charges for every weekend in the high season

MEASURE: Deliberation of the Municipal Council

Link to the Mandate Guidelines 2015-2020

10.3.4 Balance the contribution of the tourists for the management of the city with how much Venice offers them

Link to the Single Programme Document 2017-2019 approved by the Deliberation of the Council n.73 of

21/12/2016: Codex: M7_10.3.4 Programme Document 2017-2019 approved by the Deliberation of the Council

n.73 of 21/12/2016: Codex: M3_1.1.4

Non-scheduled public transport – diversification of landing sites

Just as what currently happens with tourist buses at Tronchetto, the challenge of ‘particular traffic situations owing to excessive queuing’ frequently also occurs at the landing points for the ‘Gran Turismo’ boats adjacent to the Riva degli Schiavoni. It is therefore possible to reorganise the complete system of landing for non-scheduled lines by introducing criteria of diversification and optimisation.

The boat is referred to as Gran Turismo when meant for the transport of people, having a gross tonnage greater than 10, to differentiate the sector of the motorboats, typically taxis, with a gross tonnage of less than 5 and carrying fewer than 20 persons. The types of Gran Turismo boat vary from 10 to 25 gross tons, with a passenger capacity of from 21 to 250.

The Gran Turismo sector depends on 90% of the traffic arriving in groups organised at Tronchetto-Maritima, in waters termed maritime, where the competence is that of the Captain of the Port (Harbour Master). The transport therefore concerns almost the totality of organised groups of tourists, who arrive by tourist bus at both Venice and Ponte Sabbioni and are subsequently conveyed to the San Marco Basin where their reserved landing points are found.

Unlike the waters termed internal, in maritime waters the traffic is regulated by the Navigation Code and the landings are registered by the Port Authority and the Gran Turismo licences issued by the Municipality. Through the Association controlling AVM, the Municipality manages the landing points, for the use of which it releases annual passes with costs proportional to the transport capacity of the particular boat (a single charge is applied for each passenger seat).

Since the Navigation Code, unlike the Road Code, does not provide for Zones of Limited Traffic, it is difficult to apply quotas to the landings, even if, based on comparisons with the other systems of transport, it is considered that evaluation can be made of the legal feasibility of providing **for GT landings also a compulsory system of reservation for the landings and a maximum limit beyond which, from morphological requirements and those of the capacity of the infrastructure, reservation would not be possible; also to be controlled and monitored through the installation of the apposite equipment.**

It is moreover possible to evaluate the rescheduling of tariffs, not any more on the capacity of the boats, but on the willingness of the Associations that use the different landing points, providing them with new landings in zones that provide other contexts of environmental and architectural value, but at the same time allow greater protection of the central areas from excessive wave surges and crowding of the banks.

As an alternative to rescheduling the tariffs or in parallel with it, a system of ‘variable geometry’ can also be hypothesised of the landing points, which takes into due consideration the level of saturation in the City or in several specific zones (for example, Piazza San Marco). When predetermined levels of saturation are reached or queues for entry to the Piazza are constantly forming or, more

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generally, there is a dangerous situation for pedestrians – excessive crowding and crushing – a general coordinator (the smart control room) could pass the input to the controller Tronchetto and P.ta Sabbioni to convey the traffic leaving from these points to landing pontoons further away from the area of San Marco and placed, for example, at Riva delle Zattere, Riva Sette Martiri, Sant’Elena, or even in the northern area at Fondamente Nove and San Piero di Castello. Distancing the influx from the area of greater concentration on the one hand will allow the influx to land and enjoy the City, and on the other hand will enable their greater distribution in space and time, allowing the more congested zones gradually to decrease the press of people there.

GENERAL OBJECTIVE: Manage the resource

SPECIFIC OBJECTIVE: Systems of widespread accessibility for the City of Venice and for the Mainland as far the Metropolitan area

ACTIONS IN THE SHORT TO MID-TERM: Changes to tariffs and establishment of new landing points

MEASURES: Possible selection of the Riva dei sette Martiri for embarkation coming from Tronchetto-Marittima and other areas to be selected for those coming from Punta Sabbioni, subject to the availability of the necessary space.

For both the change to the plan of tariffs and the establishment of new landing points, revision is needed to the Agreements underwritten with the Port Authority according to the Council Deliberation n.70/2015

TIMELINE: the actions to be carried out over three years

ACTIONS IN THE SHORT TO MID-TERM: Measures for an increase in the Local Police Body

Measures in the short term: Public selection for picking 70 local police agents cat. C1 in accordance with the Municipal Authority Deliberation of the 30th January 2017-06-24.

Implementation of selective procedure and call for recruitment of a further 100 seasonal agents
Triennial programme for personnel requirements.

Lnk to the Mandate Guidelines 2015-2020

10.3 overcome the resident–tourist discrepancy

10.3.4 Balance the contribution of the tourists for the management of the city with how much Venice offers them

Link to the Single Programme Document 2017-2019 approved by the Deliberation of the Council n.73 of

21/12/2016: Codex: M7_10.3.4 Programme Document 2017-2019 approved by the Deliberation of the Council n.73 of 21/12/2016: Codex: M3_1.1.4

A.5.2 Proposal for the establishment of tourist hubs

The prospect of enhancing the entire territory in terms of widespread accessibility could be well related to the planning of **tourist hub settlements located near the gateways of the City**, in view and in evolution of the already existing IAT (Information and Tourist Accommodation in Italy), however undersized compared to the demand of visitors.

Tourist hubs represent points of contact, interactive information and showcases of knowledge of the territory’s typical characteristics under the various socio-economic, cultural, productive and environmental profiles. Moreover, the intention is to provide the territory with a series of **micro info points to be established at all the small nodes of modal interchange spread both on the mainland and on the islands**. Interchange nodes must be equipped with parking areas (for vehicles, cycles, and boats), service areas for the person, and for specific information of the place where they are connected, always provided with Wi-Fi connection. The

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establishment in the lagoon area also envisages the realisation of a network of public docking for the yachtsmen to guarantee their free use.

The creation of a bicycle park at the head of the lagoon bridge is also required for the stopover of cycle tourists entering the historic centre of Venice.

This proposal must necessarily identify private and/or public subjects to be involved in the management and maintenance, promotion and valorisation activities.

The tourist hub:

- establishes an innovative form of territorial reception/information;
- represents a new generation educational tool;
- represents the place of cognitive “acclimatisation” to the complexity of the territory (environmental, economic, social);
- uses integrated forms of communication (multimedia, visual, virtual);
- it is generally located in the vicinity (or within) of a relevant territorial context in terms of visitor access and mobility;
- can find location within coherent, compatible and/or historical buildings.

Within the context of this proposal, the tourist hubs could be designed in line with the state of the urban and mobility planning of the entire city of Venice, also representing opportunities to systematise many of the typical economies of the Venetian context by conveying high quality, local handicraft products in an innovative manner. The choice of products to be exhibited for sale should be adequately adjusted according to production characteristics in order to ensure the placement of certified products within the visitor’s circuit.

This type of welcome centre for visitors and tourists is also well linked to a contextual and immediate process of promotion of the existing IAT located at the airport, Piazzale Cialdini, Piazzale Roma and San Marco.



A.5.3 Proposal to modify the public navigation service

The level of congestion recorded for many days during the year (and for many hours per day) by the operating local public transport not only in the Grand Canal

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but in almost all the major water routes of the city, highlights the need to intervene in the medium term on the navigation service as it is set up today. The possible opening of the San Giobbe terminal and its direct connection to the Railway Station also allows developing further evaluations of a different configuration of the external public transport lines that access to the Islands of the North Lagoon. The same applies for the San Basilio terminal, another possible place for multimodal interchange (road - water). Improvement of the navigation network with the new terminals of the historic centre:



San Giobbe

A possible experiment of a new terminal in San Giobbe could be functional for a reorganisation of the navigation services, in particular the Giracittà lines. These are currently operating with motorboats due to the reduced height of the span of the Guglie Bridge, particularly in conditions of high tide. These units have reduced passenger transport capacity, besides being uncomfortable as the cabins are located below the access plank. This makes these units poorly accessible, particularly for people with reduced mobility, for strollers or for luggage transport. A new dock could launch the experimentation of motor vessels, with greater capacity, and the reformulation of the lines with consequent reduction of those in transit for the Cannaregio Canal. In this way, transport capacity could increase as well as passenger comfort, improving the service for the residents along the entire north side Fondamenta Nuove, Ospedale and Arsenale.

The San Giobbe terminal, reachable on foot from rail 1 of the S. Lucia railway station through the new Solesin Bridge, **would also represent an alternative route for tourists that would use the train as a means of transport. This is why it represents an opportunity for the promotion of the less attended attractions of**

the North Lagoon, but absolutely worthy of merit.

The terminal could be connected to San Marco coming from Sant'Elena with continuation up to Zattere - San Basilio, thus allowing a reduction of the crowding of the lines in Canal Grande.

For connections with the smaller islands of the North Lagoon, the current port of Fondamenta Nuove would take the role of interchange stop. It must be noted, as already mentioned, that the expected development of the areas around Tessera and its terminal entails the realisation of a new route towards Venice.

It should be finally remembered that the docking at San Giobbe enhances the existing project of San Giuliano Park and Forte Marghera, standing as a natural dock for any lines servicing the water axis between Mestre and Venice with the consequent promotion of the entire territory.

SPECIFIC OBJECTIVE: Diffused accessibility systems for the City of Venice and for the Mainland up to the Metropolitan area

GENERALE OBJECTIVE: Managing the resource

MEDIUM TERM ACTIONS: MEDIUM TERM ACTIONS: Realisation of the San Giobbe Terminal

MEASURES: Deliberation of the Municipal Council for the approval of a new dock and for the establishment of any new local public transport services

Technical and legal feasibility: the measure complies with regulations in force.

Connection with the 2015-2020 Mandate Program Guidelines:

10.1 Tourism management

10.1.1 Control tourist flows in order to make them compatible with the daily lives of residents, rearranging, even by contrasting evasion, the tourist tax and setting up services and transportation per to avoid congestion by creating new routes.

Connection with the 2017-2019 Single Programming Document approved by Council deliberation no. 73 of 21/12/2016: Code M7_10.1.1

San Basilio

Another experiment that could be launched in the medium term concerns the **realisation of a new terminal in San Basilio, which could be reached by some mainland roads, and represent a new way of access to the historic centre in order to reduce congestion towards the Grand Canal.** This strategic location, just a short distance from the Accademia Bridge, would allow continuing on foot towards San Marco, by reducing the crowding on the pedestrian routes that stretch from Piazzale Roma, or that embark on the navigation lines along the Giudecca Canal, which for the width, depth and quality of the docks, suffer considerably less problems of preservation and protection than those of the Grand Canal.

Whereas the entrance to the port area of San Basilio originates from the ramp of S. Andrea, because coming from the Ponte della Libertà (*Liberty Bridge*), it is possible to arrange a bus stop near the bridge on the Scomenzera Canal, a short distance on foot from Piazzale Roma. Therefore, the bus lines to San Basilio would not cause inconveniences for commuters heading Piazzale Roma.

The public navigation system could therefore consist of three main axes, north, central and south, however connected by a transport line with frequencies and means to be evaluated, also with respect to the possibility of displacing the rail

track that leads to the ex-washing area of S. Marta and eliminate the height constraints present on the railway bridge over the Scomenzera Canal.

Finally, even the San Basilio Terminal could be reached from the mainland with water services departing from San Giuliano/Pili along the canals of Brentella and Vittorio Emanuele, always in a perspective of valorisation of the entire territory.

GENERAL OBJECTIVE: Managing the resource

SPECIFIC OBJECTIVE: Widespread accessibility systems for the City of Venice and for the Mainland up to the Metropolitan area

SHORT TERM ACTIONS: bus lines for San Basilio

Provisions: experimentally, it is possible to modify one of the bus lines arriving in Venice by halving the number of routes arriving at Piazzale Roma and introducing an equal number of routes arriving at a new terminus at San Basilio, to be located near the hydrofoil/cruise line passenger Terminal.

Purpose: the change allows experimenting a different access from the mainland to the historic centre of Venice, obtaining: a reduction of the pedestrian congestion at Piazzale Roma and along the classical itineraries of arrival to the Marciana area of about 2%; a reduced crowding of the ferry boats on the Grand Canal equal to 2%. From San Basilio, you can walk to the Marciana area along a route that takes the same time and distance, or take on the ferryboat lines. The experimental measure will also allow assessing the investments required for the following year, such as: the expansion of the San Basilio Pier (Terminal); the revisiting of the fast line service to the Lido (line 6), with stop also at San Marco (currently, only line 2 is servicing the route from San Basilio to San Marco) and use of larger and more capacious vessels (since height limit of the bridge on the Scomenzera Canal would be eliminated) with the goal of further reducing the pedestrian congestion and crowding of the ferry boats on the Grand Canal (with contextual reduction of services), up to a possible 15%.

Technical and legal feasibility: the measure complies with current regulations. With regard to the technical aspects, an understanding with the APV (Venice Port Authority) will be required for the availability and the modalities of use of the spaces.

Connection with the 2015-2020 Mandate Program Guidelines:

10.1 Tourism management

10.1.1 Control tourist flows in order to make them compatible with the daily lives of residents, rearranging, even by contrasting evasion, the tourist tax and setting up services and transportation per to avoid congestion by creating new routes.

Connection with the 2017-2019 Single Programming Document approved by Council deliberation no. 73 of 21/12/2016: **Code M7_10.1.1**

A.6 Testing the booking system for access to the Marciana area

During the audition of the draft proposals presented in the Council committee, several Parties expressed the indication **aimed at identifying the Marciana area (subject to a precise decree of restriction in accordance with Part II of the Code of Cultural Heritage dated 25/02/2013, transcribed in nn. 13840/9303 on 17/05/2013) as a monumental site, providing that access is regulated.** This proposal was developed under the profile of its legal, economic and technical feasibility, in order to develop a **picture of both the positive and critical aspects, useful to a possible debate** with the Parties that necessarily should be involved: Superintendence of Fine Arts and Landscape, Patriarchal Curia, Prefecture, Public Prosecutor's Office, Police Headquarters, associations of economic categories, residents. It should be emphasized that any proposal affecting this area necessarily entails to assume its concrete implementation, an agreement shared, as much as possible, with the public and private parties present therein.

If this plan is shared by all public, private and religious parties involved in the purpose of the place, it will be considered subject to **experimentation starting from the end of 2017 for at least one year.**

It is a proposal, also supported by citizen associations, whose basic idea is to

attribute the value of monumental site to the Marciana area with, allowing access to tourists after booking with an entrance card.

The Marciana Area is that part of the urban space between Piazza San Marco (*St. Mark's Square*), the Procuratie, Piazzetta dei Leoncini, the pier between Ponte della Paglia and the Ponte dell'Accademia dei Pittori.

The operating procedures to implement this restriction plan are manifold and should be studied with the different parties involved in the project.

It is advisable to assess possible **access limitations in a given time slot during the day (for example from 10:00 to 18:00)** with the possibility to book both online and at all information and card distribution points for public services.

Another option could be to provide **for the compulsory booking and the possession of the entry card only on certain days of the week (e.g. from Friday to Sunday) or only in the months of higher tourist flows.**

Naturally, together with the citizens of Venice, even metropolitan citizens, workers and students, those who attend to the buildings and the institutions located in the Piazza for school trips and research, **are to be considered excluded from this limited access mode**, as well as other subjects who will be identified during the preliminary planning phase by the different parties involved.

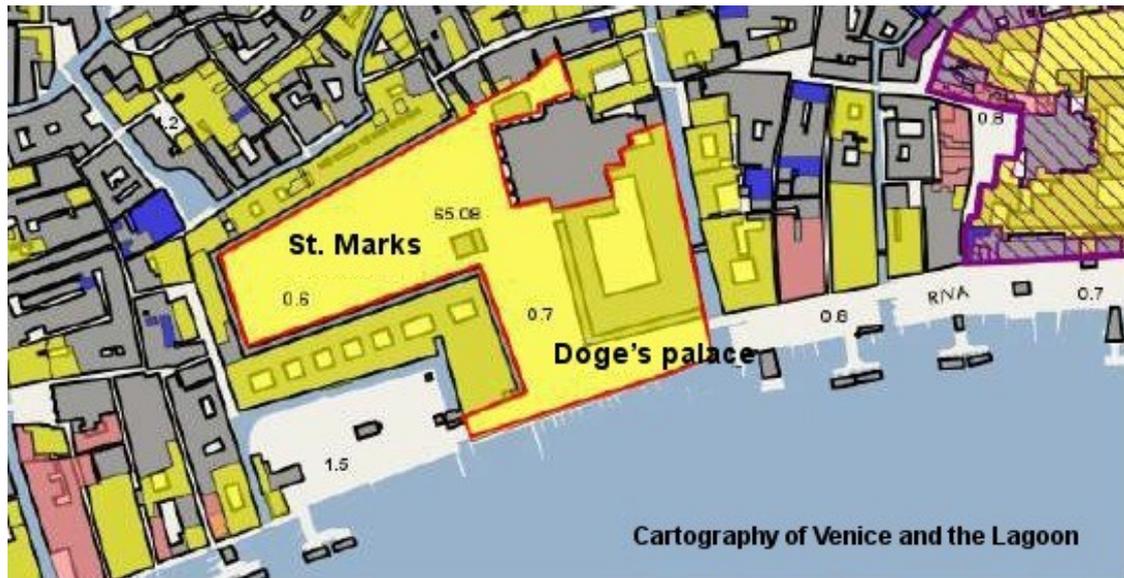
Specific criteria will instead be addressed to the **churchgoers** who want to enter St. Mark's Basilica who will have a guaranteed access to the church.

For tourists staying overnight in accommodation facilities, it will be possible for the accommodation facility, regularly operating in the territory, to directly book for its guests.

Guests of tourist rental facilities instead will have to book the entrance card to the Marciana area, as the owners of the accommodation facilities cannot provide additional services to their guests unlike the operators of the complementary and hotel facilities.

The issue of booking the entrance card to the Piazza is in itself a delicate matter. The **criticalities that emerge in terms of the enjoyment of a place** that has always represented the symbol of the city of Venice, consisting of a single square, is fully acknowledged. **Another criticality is due to the numerous business activities present and consequently to the modalities of their use and access.**

In conclusion, an aspect that must be adequately addressed concerns the control effectiveness on the possession of the entry card and how to implement the restrictions. The modalities will range from technological solutions, to be verified in terms of feasibility and impact, to control-based solutions assigned to the supervisory staff.



Legal feasibility

In terms of legal feasibility, art. 9 of our Constitution assumes a prominent role according to which *"the Republic promotes the development of culture and scientific and technical research. It protects the landscape and the historical and artistic heritage of the nation."* With this norm, the Constitution places the protection of the artistic heritage among the duties of the Republic.

Secondly, the rules of the Code of Cultural Heritage are relevant, *Part 2, Cultural Heritage – tit. Fruition and Enhancement*, in particular artt. 101- 105. Indeed, the Marciana area as identified above falls under, without doubt, the notion of **"monumental complex"** contained in this article (Legislative Decree No. 42/2004), where it is stated that *"institutes and places of culture, museums, libraries and archives, archaeological areas and parks, monumental complexes are contained within the purposes of this code"* and the *"monumental complex"* is *"a whole formed by a plurality of edifices erected even in different eras , which with time have acquired, as a whole, an autonomous artistic, historical or ethno-anthropological significance"*.

Furthermore, the Code of Cultural Heritage, in the articles following art. 101, provides that *"the State, the regions, the other local public bodies and any other public institution and institution shall ensure the enjoyment of the heritage present in the institutions and places referred to in article 101, in accordance with the fundamental principles set out in this Code"*; it also provides (art. 112) that *"the State, the regions and other local public bodies shall enter into agreements to define common strategies and objectives of valorisation, as well as to elaborate the consequent strategic plans for cultural development and programmes, in relation to cultural heritage of public relevance. The agreements may be stipulated on a regional or sub-regional basis, in relation to defined territorial areas, and promote the integration of the infrastructures and of the related productive sectors in the process of agreed valorisation. These agreements may also relate to*

private property, subject to the consent of the parties concerned. The State stipulates the agreements through the Ministry, which operates directly or in agreement with the other State administrations, where of competence."

Other constitutional principles that necessarily emerge for our purposes relate to the free movement of persons (art. 16 of the Constitution), expressly provided for also in art. 3, par. 2, of the Treaty on European Union (TEU), as well as in art. 21 of the Treaty on the Functioning of the European Union (TFEU), and the principle of freedom of economic initiative together with that of free competition (art. 41 of the Constitution).

It is considered that compared to the first of these principles, there are no contrasting reasons in the application of an entry card to access a part of a city with respect to which there are prevailing reasons for monumental protection and preservation and protection of the site, **as access is not being inhibited but simply regulated to that area of the city, in pursuit of constitutional interests**. This also applies to the other principles.

Administrative case law has had the opportunity to issue a ruling on the balancing of the principles and values having a constitutional matrix that are referred to in the city of Venice. In the specific case, it concerned the freedom of competition, but the Council of State seems to have given interesting sparks also for the issue discussed.

It has been stated that *"the historical-architectural- artistic-cultural value of the historic centre of Venice represents a known fact. (...) The Venetian administration is the owner of wide powers, limitedly questionable, aimed at protecting and safeguarding these values and at making the indispensable public services connected to this priceless assets more usable and of high-quality"* (judgment no. 859 of 13 February 2013, and previously, no. 824 of 4 March 2008). (...) *These considerations are further supported if you have regard to the Sestiere of San Marco where there are undeniable demands of environmental sustainability and viability of the area due to the massive tourist flow attracted by the extraordinary monumental beauty available"* (Council of State, Judgment no. 1860 of 2014).

In the case of the Marciana area, however, it is not the closure of the same, but of the regulation of its access.

Technical-economic feasibility

In the planning of a monumental area with limited access, the impact on economic activities in the area should be analysed.

The positioning of any access gates (which will require appropriate assessments in terms of circulation of both visitors and residents for which the latter may be entitled to priority or exclusive access) may be determined by a variable number of business activities directly or indirectly involved.

To this end, a census was conducted on economic activities present in a wider perimeter area than that identified in the decree of constraint, and precisely

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identified in the following locations: on the east side of the Canonica bridge, to the south, the boundary of the San Marco Basin down to the company of the Compagnia della Vela (yacht club), to the west, the Napoleonic wing and to the north, the old Procuratie.

In addition to the business activities operating on public soil (18 trade lots on public soil involving 36 companies and 5 photographers), a total of 102 business activities were counted in fixed headquarters (93 neighbourhood shops and 9 food and beverage activities).

If the bank in front of the Giardinetti Reali (Royal Gardens) were included in the monumental area, another 15 businesses in activity on public area, a newsstand and 13 painters also would be involved in the project.

Perimeter survey of the Area

The project of identifying the Marciana Area as a monumental site requires a perimeter survey of the Piazza in relation to the aim of making it a monumental site.

The following is an analysis of the different entrance and exit points assumed.

MARCIANA AREA - ENTRANCE - EXIT ACCESSES

Ponte della Paglia

Ponte della Zecca

Sottoportego Geminian (Correr Museum)

Campo San Gallo

Watch Tower

Sottoportego Arco Celeste

Intersection Calle del Pellegrin with Calle Larga S. Marco

Calle San Basso

Intersection Calle della Canonica with Calle dell'Angelo

Sottoportego dei Dai

Calle della Rizza

In the first phase of the experimentation, appropriate adequately trained personnel will carry out controls, possibly supported by the local police, however, assigned to the Marciana Area to meet many needs and necessities in terms of both decorum and safety. During the experimentation, the technical feasibility of the application of electronic control systems and their type will be assessed.

This consideration arises from the belief that any solution that will have an impact

on the territory and the habits of people should be implemented through a path and a constant review of the planning due to the critical issues that eventually may arise.

It is clear that existing technologies would allow, as also observed during the audition of the Council Committees, the installation of control mechanisms that have little or no impact on the landscape and monumental context.

It is also believed that starting from the initial stage, an incoming and outgoing capillary control system could be set up on all navigation means landing in the Marciana Area through both human and instrumental resources already available in the territory. In particular, all those responsible for the control (ACTV staff, staff at the information desks, personnel at the train ticket offices), also through the existing digital support available in the city, will be able to provide adequate information on how to access the Marciana Area.

In this way, many digital information controls concerning access to the Marciana Area could be anticipated well before landing.

Consistency of the proposal with the indications contained in the UNESCO Recommendations

The **UNESCO Management Plan 2012 - 2018 for Venice**, should also be considered as it sets as a goal: "Managing tourism flows and defining a development strategy integrated with other economic sectors, is to be called. Reducing the pressure on the historical centres through forms of tourism that are alternative and complementary to traditional ones. Adopting an effective system of flow monitoring and visit booking to the city and museums. Developing alternative mobility systems and improve accessibility within the site."

The proposal is also consistent with the indications contained in the UNESCO Recommendation no. 8 according to which access systems are eligible only with ticket for World Heritage properties. UNESCO also points out that such limitations can develop a better quality experience to visitors and protect the site from excessive pressure. However, the tourist business may fear that visitors perceive these measures as a negative control system, but the effect will instead be the opposite. Visitors will have a perception of the destination as more special, authentic and exclusive place.

A.7 Booking systems and tourist and cards

Tourist cards are instruments offered to tourists and visitors to enhance the experience of visiting a territory, facilitating accessibility to places and services. Born in the late 1980s, the cards were initially used mainly to facilitate the enjoyment of

cultural services and relations between the relative managers, a sort of single ticket to access to various museums, monuments, etc. of a particular location. Subsequently, they became a connection pass among the different types of services (culture, transport, catering, leisure, sport) in order to improve the degree of satisfaction of the demand in an integrated marketing logic.

Today, by means of a single title, the tourist (and more generally, the citizen) can access a wide range of services, which usually includes access to monuments and attractions, transportation subscriptions, registrations with business activities and much more.

Even the field of action has changed: it started with urban areas (served by the so-called City cards), to progressively extend to an extra-municipal or even wider level, with the creation of Destination cards.

The several cards existing on the market have been classified in different ways

Based on the product:

- Museum card;
- Museum subscriptions - addressed to residents;
- Tourist card - integrating cultural services with public transportation services

Based on the price to access participating facilities:

- All Inclusive Card;
- Discount Card;
- Mix Card.

Based on the extent of the field of action:

- City card - with reference to a specific city;
- Destination card - benefits extended to a broader area.

Tourist cards are an advanced tool of destination management to make destinations more liveable and useable. They are an excellent tool for gathering information on visitor behaviour, in order to evaluate the strategies for the development of the territory as well as the touristic ones. In conclusion, it should be highlighted that the sales and booking systems can be activated both in Business-to-Consumer mode (via online portals, mobile applications, over the counter services), and in Business-to-Business mode (via online portals, mobile applications, over the counter services, application cooperation between systems). It is also possible to modulate the availability of services both on a scheduling basis and in a real time one, based on elements that cannot be accounted for.

GENERAL OBJECTIVE: Managing the resource SPECIFIC OBJECTIVE: Developing the Welcome CardACTIONS: Creating a Card for overnight staying and day-tripper tourists

Connection with the 2015-2020 Mandate Program Guidelines:

10.3 Overcoming the imbalance between residents and tourists

10.3.1 Transforming tourists into "friends of Venice", bonding them with a card system for services that includes not only transportation services, but allowing a privileged access to a Venice that is able to make them feel welcome guests

10.3.4 Balancing the contribution of tourists for the management of the city with what Venice offers them.

Connection with the 2017-2019 Single Programming Document approved by Council deliberation no. 73 of 21/12/2016: Code M7_10.3.1-M7_10.3.4

A.8 Interventions in support of tourist guide professions to enhance the cultural offer

The protection of the Old City also involves the enhancement of the cultural offer and of the thorough knowledge of the tourist guides that carry out a profession rich in history to be passed on to fully understand the authenticity and the uniqueness of the place.

The discipline of tourist professions, currently in force, finds its own regulation in the **European Law No. 97 of 2013. Article 3 of this Law contains "Arrangements relating to the freedom to provide services and to the stable practice of tourist guide activities by EU citizens"**.

The first paragraph of this article emphasizes the validity of the qualification of the tourist guide profession throughout the national territory. The recognition of the professional qualification achieved by a citizen of the European Union in another Member State has validity throughout the country.

The second paragraph sets out that European Union citizens qualified to carry out tourist guide activities in the legal system of another Member State **shall operate under the freedom to provide services without the need for any authorisation or license, whether general or specific.**

The third paragraph of article 3 confers on the Ministry for Cultural Heritage, Activities and Tourism, the power to identify the sites of particular historical, artistic or archaeological interest with special ministerial decrees for which a specific qualification is required.

With the implementation of this provision, the Ministry for Cultural Heritage, Activities and Tourism issued two decrees:

- **Ministerial Decree 7.4.2015** bearing the *"identification of the sites of particular historical artistic or archaeological interest for which a specific qualification to carry out the profession of tourist guide is required, in implementation of the provisions of art. 3, paragraph 3, of Law No. 97 of 6.8.2013"*.
- **Ministerial Decree 11.12.2015** on the *"identification of the requirements necessary to be qualified to carry out the profession of tourist guide and the clearance procedure of the qualification"*, in which art. 2, paragraph 3

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assigns each Region with the competence to issue a specific qualification to carry out the profession of tourist guide.

The provision of the third paragraph of art. 3 of the above Law no. 97/2013, which allows a limit to the freedom competition in relation to the particularly relevant sites, should have been interpreted in a restrictive manner and compliant that stated by the **Court of Justice by the ruling of 26 February 1991, including important profiles of Community law in the subject under review.**

The above **ruling of 26 February 1991** established that art. 59 of the Treaty on the freedom to provide services shall be applied in all cases in which a provider offers its services in the territory of a Member State other than that in which it is established. Articles 59 and 60 of the Treaty not only orders the elimination of any discrimination against the provider on account of his/her nationality, but also the abolition of any restriction on the freedom to provide services due to the fact that the provider is established in a Member State other than that in which the service is provided.

This ruling of the Court of Justice is particularly important with regard to the profession of tourist guide in Venice. The decision states that **the freedom to provide services, as one of the fundamental principles of the Treaty, may be limited only by norms justified by the general and compulsory interest in respect of all persons and undertakings exercising their activities in the territory of the recipient State to the extent that such interest is to be protected. The general interest relating to the promotion of the historical heritage and the best possible divulgation of knowledge on the artistic and cultural heritage of a country may constitute an imperative requirement that justifies a restriction on the freedom to provide services.**

In this judgment, the restriction was considered admissible only if it consists in guiding tourists to museums or historical monuments that can be visited only with a qualified tour guides.

Ministerial Decree 11.12.2015 was the subject of an appeal before to the TAR Lazio (*Administrative Regional Court of Lazio*) filed by some tourist guides including the objection filed by Caterina Sopradassi and by the Tourist Guide Associations of Venice, Federagit (*Italian Federation of Italian Tourist Guides, Tour Couriers and Interpreters*), Confesercenti (*Shopkeeper's Association*), Angt (*National Association of Tourist Guides*), FLAICA United Cub Associations tourist guides of Umbria.

The Administrative Regional Court of Lazio, by decision no. 2831 of 24 February 2017, annulled the Decree of the Ministry of Cultural Heritage and Tourism in the part that provides for a new qualification examination for specific sites identified in Ministerial Decree of 7.4.2015 and that limits the performance of the profession within the region and province to which the provider belongs.

Specifically, the provision of a specific qualification issued by the regions for the practice of tourist professions in the sites identified by the Ministerial Decree was

considered detrimental by the TAR Lazio and by art. 3 of Law No. 97/2013.

The aspect of regional qualification in particular was considered detrimental to the principles of competition in the provision of services and to the principles of the European Union.

In the light of these normative and jurisprudential considerations, it is believed that the City of Venice, as a territorial body concerned with the management of the social phenomenon deriving from the strong anthropogenic pressure of tourist flows – also acknowledging the instances moved by the territorial representatives of the Association of Tourist Guides of Venice - can **express to the Ministry of Cultural Heritage, Activities and Tourism its concern regarding the negative effects that are outlined on its territory due to the regulatory lack following the annulment of Ministerial Decree 11.12.2015 on the exercise of the profession of tourist guide.**

In particular, it is considered that the performance of this profession in the city of Venice must be carried out by highly qualified and adequately trained staff to illustrate the historical artistic and monumental attractions of this exceptional and unique site in the world, in order to convey the best cultural information to the visitors in a logic of support to the quality of the Venetian tourist offer.

It is also considered that the city of Venice may well be able to call for a State intervention aimed at regulating a coherent compliance with the principles of Community derivation and the provisions of the aforementioned art. 3 of Law No. 97/2013.

There is no doubt that the territory of the City of Venice and its Lagoon, inscribed on the UNESCO World Heritage List, meets the general interest in promoting the historical heritage and the best possible divulgation of the knowledge of its artistic and cultural heritage that allows justifying the reasons for the restriction of the freedom to provide services granted by the jurisprudence of the European Court of Justice mentioned above.

Moreover, it is considered that a motion having such content appears perfectly coherent under a twofold profile with the **Tourism Development Strategic Plan (2017 – 2022)** developed by the Standing Committee on Tourism Promotion that, among other things, expresses the need to **approve of a state framework legislation on tourist professions that promotes the creation/training of new appropriate professional figures.**

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GENERAL OBJECTIVE: Innovating information and marketing. Educating responsible and sustainable
SPECIFIC OBJECTIVE: interventions in support of tourist guide professions in Venice to enhance the cultural offer
ACTIONS: supporting tourist guide professions in Venice

The municipal administration intends to open a **negotiating table with the MiBACT**, in order that, in compliance with Community principles, it is also possible to pursue the valorisation of the tourist guide profession in the city of Venice, which is deemed to be carried out by highly qualified and adequately trained staff to illustrate the historical artistic and monumental attractions of an exceptional and unique site in the world, in order to convey the best cultural information to visitors with a logic of support to the quality of the Venetian tourist offer.

A.9 Regulating measures for luggage porters

In recent years, following the regulatory liberalisation enacted by Decree-Law no. 7/2007 converted into Law No. 40 of 02/04/2007, luggage porters do not require any authorisation by the municipal administration or other bodies. This economic activity can be commenced from the very date of submission of a Certified Notice of Works Commencement (S.C.I.A.) to the Trade Register, including a simple self-declaration on the possession of the requirements of good standing.

The police headquarters shall verify the commencement of the activity and may possibly carry out controls, however providing for the suspension of the activity only if the registrant does not have the necessary requirements.

The areas near the access points to the City show a disorderly proliferation of these activities concentrated, in particular, in the areas in front of the Santa Lucia station, Piazzale Roma (People Mover), Bridge of the Constitution, Rialto Bridge and, to a lower extent, the railway station of Mestre. The use of heavy carts on the City's particularly delicate bridges, due to the type of the building materials, raises concerns and calls for interventions to limit the paths and access to public spaces. It is believed necessary to identify measures that regulate the prohibit access for monument and pavement preservation reasons and in consideration of protecting pedestrian flows.

Therefore, analyses and studies of the current legislation will be carried out aimed at identifying shared solutions with Prefectures, police headquarters, central stations and business associations that govern the quality of the service, their uniformity, the identification mode and cost transparency with the purpose of identifying reserved parking areas of rest, timetable limitations and areas of the city in which to implement these measures: the project must involve the business associations, law enforcement agencies, Prefectures, police headquarters and central stations.

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B) PROTECTING RESIDENTS

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B) PROVISIONS FOR RESIDENTS

B. Action plan for residents

It is a general objective of primary importance to identify **actions to put in place to protect city residents and compatibility with tourism - a major economic resource for the city and its residents.**

It is necessary to implement hospitality mitigation policies, which have increased exponentially in the last ten years. This is due to past administration policies that did not always pay sufficient attention to the evolution of a phenomenon that has progressively thrown light on the extreme vulnerability of the building and urban environment, both to legislative interventions and, if useful to the development of other environments, impacts on the Venetian area which have unfortunately been revealed as highly critical.

The situation should be corrected with a series of comprehensive measures focused on identifying the various levels of authority. First of all the Veneto Region should revise the legislative structure of the regional law no. 11 of 2013. Furthermore, the state legislator should also work to revise those institutions found within the Civil Code and to revise the allocation of state legislative authorities.

The Special Law for Venice that has been repeatedly called for in Parliament should undergo the same revision, in order to form, alongside the other revisions, a broad strategy to reach the general objectives. In particular, actions should be taken to maintain and/or increase the number of residents in the Historic Centre and on the Islands of the Venetian Lagoon. These actions would find their legal framework and resources in a revision of the Special Law for Venice. They should not be solely limited to providing physical protection for the city, but also use suitable legal frameworks and available resources to provide a socio-economic revitalization of the city. In particular, the new urban plan aims at supporting the conservation of residents in the old city and to counteract the gradual erosion of quality of services for the residents, whereas in the past they have often been replaced with low-level services directed predominately or even entirely at tourists.

The urban structure of the old city represents, from an architectural standpoint, a heavily developed area that cannot be further developed: the few areas still available for construction projects are insufficient to provide a significant change to the housing make-up of the city. This assumption fuels, and in part justifies, the conflicting relationship between different uses of the existing developed areas of the city. If we take this idea as a given, that there is a naturally invariable quantity of developed areas, the stock value attributed to the number of existing homes within the old city, which is subject to continuous change, is clearly quantified by the amount of real estate used by the resident population.

The strongly touristic vocation of the city means that homes not used by residents end up being turned into holiday apartments, bed & breakfasts, room rentals and houses for tourists.

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The census of 2011 in Venice lists 8,375 residences out of a total of 36,741 buildings. 76.8% (28,197 units) are occupied by residents. 8,371 homes (22.8%) are therefore empty. The remaining 0.4% are other types of housing and homes occupied by non-residents.

The level of residential ownership in the old city is comparably lower than other parts of the community: 30.5% of the family units live in rented apartments compared to 20.5% on the mainland. This trend has also taken place to a great extent in the lagoon city: at the start of the 1970s around about two out of every three Venetian families lived in rented apartments; forty years later the ratio has dropped to less than one out of every three.

The historic heart of Venice has a quite different distribution of use than the rest of the city. Indeed, the number of occupied homes by non-residents or empty homes is more significant: the lagoon city incorporates 27.5% of the housing property of the entire regional capital, but 59.3% of the housing are owned by non-residents or are empty.

In the last few decades, in the face of a relative immobility in the total number of rooms, we have witnessed a constant increase of non-occupied housing: in 1971 they comprised 3.1% of housing, but by 1981 that share rose to 6.7% and by 1991 it had reached 13.9%. In 2001 the figure was 14.8% and in the next decade the number of unoccupied houses grew considerably – reaching 22.8% in 2011. It is unfortunately impossible to develop an understanding of the depth of property ownership on the basis of the Census data, as the structure of the empty houses are numbered but the characteristics not explained.

Houses occupied in the City of Venice- Census 2011

Parts of the Venetian territory	Houses with at least one resident tenant	Houses occupied by non-residents *	Other types of occupied homes**	Empty homes	Total % of homes occupied by residents	% of empty homes	
Centro storico	28.197	106	63	8.375	36.741	76,8	22,8
Estuario	12.960	4	38	1.195	14.197	91,3	8,4
Terraferma	77.863	54	141	4.557	82.615	94,3	5,5
Totale Comune di Venezia	119.020	164	242	14.127	133.553	89,1	10,6

* Houses occupied by people temporarily present at the time of the census but who do not usually live there.

** mobile homes, semi-permanent homes or makeshift homes such as caravans, shacks or basements. Etc..

Source: City of Venice - Statistical Services and Istat Data Search – Population and Housing Census 2011

The profitability of different property uses has seen momentous change due to the combined factors of a decreasing demographic, a growing demand for temporary residence (students or workers accommodation) and tourism. Houses that are classified as empty or as occupied by non-residents are used as non-tourist

accommodation (students or workers accommodation), for family-run tourist accommodation (housing units used to accommodate tourists, bed & breakfasts, room rentals), or as second homes. At the date of the 2011 census, these numbered around 8500 homes.

The official data on tourism provides further evidence for this by showing a significant increase in the amount of beds in non-hotel accommodation (in 2011, the old city counted almost 12,000 beds in non-hotel accommodation, with that number rising to almost 15,000 in 2015 throughout the following five years)

It is important to recognize that a large portion of the population is made up of university students whom constitute a true 'city within the city', and they represent a potential that should be closely looked at. There is an opportunity to transform the temporary accommodation that is closely linked to the education system (the projected scenario indicates a housing need estimated at a little less than 10,000 beds) into permanent residences.

In case of this scenario, the administration has already planned a series of actions that should be implemented in the near future and will materialize in this first phase of the Municipal and City Council proceedings.

Therefore, it is important for integrated policies to be aimed at residents, tourists (for both supply and demand), productive activities, university functions, welfare, transport and telecommunications infrastructure. The following paragraphs will illustrate the specific objectives as well as the actions to be undertaken and those that have already been undertaken by the Administrations deeds.

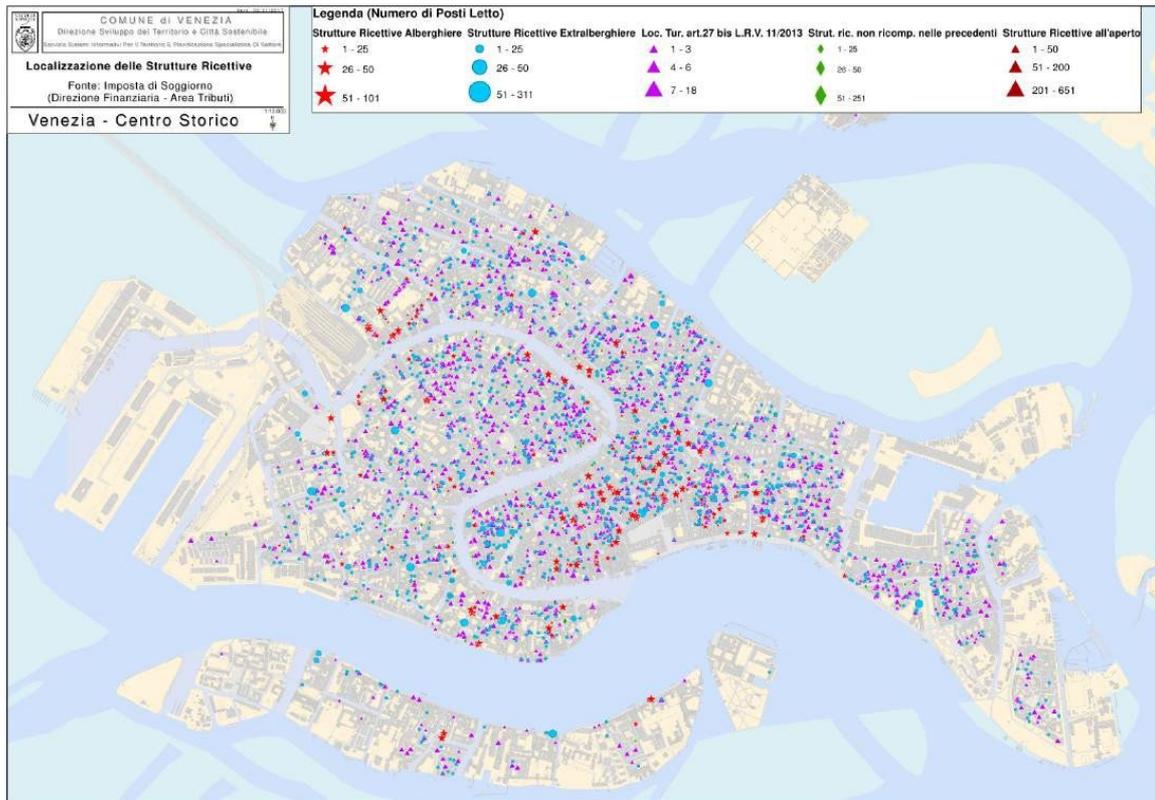
B.1 Revision of Town Planning Rules concerning residents

Supporting residents in the municipality, particularly in the old city and small centres of the lagoon, is one of the fundamental objectives of the Administration under its current mandate.

It is a very complicated issue, requiring the implementation of **several converging strategies**, only some of which directly relate to town planning and can be addressed under the new Plan of Action that is being drawn up.

The phenomenon of gradual occupation of buildings in the old city by tourist accommodation services of whatever kind is represented in the graph "Localization of Accommodation Services". This however forms only a partial representation of the phenomenon, as it doesn't take into account irregular use of real estate, in breach of reporting requirements to the Public Administration.

Localization of the Accommodation Services



Source: residence tax revenues (Financial Directorate – Tax section)

A first strategy adopted by the Administration is represented by the adoption of the Deliberation Proposal no. 25 of 15/06/2017 submitted to the City Council concerning “Measures to protect the physical, functional and social integrity of the Historic City. Variant regulation no.18 to the Intervention Plans/VPRG for the Historic City”. Since the adoption of the act, new settlements or extensions of reception activities are not permitted unless subject to the authorisation of the Municipal Administration via permission to construct by way of derogation pursuant to art. 14 of the D.P.R. 380/2001. This proposed revision intends to put the Administration under the conditions of evaluating, on a case-by-case basis, requests for new establishments or extensions of receptive activities. This regards in particular: the quality off the services offered and the services offered; the balanced location of the structures within the historic centre; their ability to trigger redevelopment processes of surrounding public spaces; the rational and unitary use of property; the impact on jobs; and their resulting economic impact.

The proposed variant also introduces a **second strategy**: the establishment of extension by way of derogation of hotel and complimentary structures, or medium or large commercial sales structures, is subject to the allocation of public parking or monetisation of these. In fact, the peculiarity of the city on water is that it does not allow the creation of car parks, or in the majority of cases, even green or public spaces. This cannot be translated into a simple advantage for the private operator, who nevertheless configures an inequity profile with respect to those operating on the

mainland.

A third strategy must concern the placing on the housing market of sustainable rental housing (for example, social housing and subsidised housing), to be allocated to the middle classes who can no longer afford the high rent prices proposed by the free market in the historic City.

With this perspective, the guidelines for the assignment of new properties of the Coletti Institute and Lido PIRUEA di via Pividor have already been discussed, despite the IRE announcing a ban on large families.

Therefore, it is particularly crucial to redevelop sites within the historic centre which are now either completely or partially neglected, in particular:

- The ex Italgas area of SantaMarta
- The area of the Ospedaletto dell'IRE at San Giovanni e Paolo
- The area of the ex Umberto I paediatric hospital in Cannaregio
- The area of the old botanic gardens, also in Cannaregio
- The former site of ACTV in Sant'Elena
- The San Pietro di Castello area
- The former site of Scalera – Trevisan alla Giudecca
- The ex Italgas area of San Francesco della Vigna

Given that most of the scheduled operations in -these areas struggle to take off due to the current economic situation, the new Action Plan will make it possible to carefully reassess the current town planning perspective.

The objective is to work with private entities to make the regeneration more viable through the creation of new high quality establishments sitting in a harmonious coexistence with local residences, services and green areas.

While undertaking these actions, it will be essential to promote the value of these new urban resources to potential investors, by making use of the new Venice Development Agency.

The containment strategy and control of the expansion of accommodation services in the old city, should be accompanied by advertisement on the mainland and throughout the lagoon. This would promote consistent accommodation throughout the territory, It would provide an alternative to that present in the old city and strive to balance housing needs with tourist services while providing a positive economic impact in the territory

Working within the framework of the aforementioned strategies, two amendments were made by the Administration to the town planning rules concerning:

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GENERAL OBJECTIVE: Protect local residency

SPECIFIC OBJECTIVE: Revise town planning rules to better favour local residency

SHORT AND MEDIUMTERM OPERATIONS: Town planning measures to be undertaken by the City Council

1. Measures to protect the physical, functional and social integrity of the old city and the simplification of building works. **Legislative aspects of the Action Plan/VPRG for the old city** This first measure strives to limit the expanse of transformations to the real estate in the old city by placing the authority to approve such changes back under the direct control of the administration. Via these methods this measure will work to create a better economy, quality of urban space, quality of services, level of development and job creation.

2. Aspects of the Action plan under article no. 18 of the L.R. 11/2004 for the creation of a “albergo diffuso” as planned in article no.25 of the L.R. 11/2013 for the VPRG islands of Burano-Mazzorbo-Torcello, Murano, Sant’Erasmus-Vignole, Pellestina, Laguna and some small islands.

The second measure intends to ensure the practical application of the provisions of the Regional Law no. 11/2013, which is aimed to develop a new form of accommodation on the smaller islands of the Venetian lagoon, those with a population of less than 5,000.

Time period: both of these measures will become effective after a period of roughly 180 days from administrative approval.

Connection to the Mandate of 2015 – 2020:

7.1 Venice should stay a World Heritage Site, a natural crossroads between north and south, between east and west, bridge between the Mediterranean sea and the rest of the continent.

7.2 Encourage sustainable investment of the port, airport and other sectors such as tourism and logistics

9.1 Guarantee a high quality natural environment and landscape, a true indicator of a high quality of life

Connection with Single Planning Document 2017-2019 approved by the Delibera di Consiglio no. 73 of

21/12/2016: **Codice M10_7.1 - M10_7.2 – M9_9.1**

Another measure, which is in the final stages of development, is -adapting some of the local fishing equipment in the Lagoon area and promote their use for fishing-related tourism, which would provide an alternative sustainable tourism industry for the Lagoon.

Considering the complexity of the project and the need to assess environmental compatibility with the law (Vas, VincA), the expected time period for the approval is around 12-18 months, as long as suitable resources are provided.

Finally, in keeping with the objective to rebalance the territory and to relieve the pressure of accommodation services in the old city, some projects are being implemented. These include accommodation projects and the servicing of strategic transport hubs (Mestre station, Airport, Marittima, Tronchetto), whilst others are being considered under the Action Plan.

B.2 Revision of legislation on tourist locations: solicitation

Alongside the traditional hospitality system, a *home sharing economy* has quickly spread throughout the global tourism industry. The idea behind it is that resident’s rooms or apartments are shared as a form of tourist accommodation. The key factor in the exponential spread of *home sharing* has been the internet and various different websites where goods are offered to tourists.

It is important to recognize that against the backdrop of these significant changes to the global economy, **Veneto has seen a simplification and—a facilitation of the industry and therefore there has also been a change in the legislative regulations.** the adaptation of legislation about tourism is present in the amendments to the Regional Law no. 11 of 2013 ss.mm, which has significantly modernized the regulation of so called “complimentary accommodation” structures and has been mentioned in a new law on tourism **the tourist location**, which now includes it among the existing accommodation classifications.

The effects of these changes to tourism are beginning to be felt in cities, and nowadays the first attempts at regulation are being made in several parts of the world, placing the first brakes to the system. This is being done due to the economic and social effects that short-term rents can have on a city. In particular, the idea is to make the *home sharing economy* reliable, and above all sustainable, for everyone. (3) **The deregulation of short-term rentals for tourists is having social side effects that are becoming more obvious everyday, and which are considered by public and economic operators to be extremely damaging for the local population: causing a significant decrease in the availability of traditional housing contracts and the steep rise in house and rental prices.**

In a fragile city like Venice the impact of these effects is very evident and the legislative system should strive to protect the uniqueness and cultural independence of the city.

(3) According to the first available analysis on www.confcommerciomilano.it accessed October 2016 Abroad steps have been taken to regulate the home sharing economy. A trend which has been apparent, for example, in the USA: in San Francisco, Boston, Miami and New York, which are all cities where, despite a reasonable average per capita income, its very hard to find a house. In Santa Monica, a Californian tourist destination, an order has been issued to counter the “un-hosted rentals” (The rentals where only the guest uses the accommodation), it has also been stipulated that apartment rentals (“hosted rentals”) where the landlord or proprietor lives in the house too, should also be regulated. In San Francisco, where Airbnb was first created, the “un-hosted rentals” are allowed – as in London – for only 90 days a year (they attempted to reduce this timeframe further by holding a referendum, but it was voted otherwise.)“In Europe there are similar problems – explains Fabio Primerano, of the Provincial Hotel Association Council APA, which has drawn up a document about this – everyone must work together to make the sharing economy trustworthy and above all sustainable for everyone: businesses, employees, proprietors, citizens and administrators”. In Berlin, to slow the decline in available accommodation for its citizens and to slow the large rise in rental prices, a law has been introduced (with substantial potential fines): whoever wants to rent their own home for brief periods (less than 30 days) must have an advance license which is obtained after verification by the local administration. Berlin has also introduced a rental price cap: the price of every new rental contract cannot rise more than 10% above the average price of rentals in the area. In Paris there is a ban on tourist rentals in private apartments without prior authorisation (in the French capital there is also a cap on rental price increases). There is also provisions to make sure the short-term rentals are compensated for: for every apartment placed on the short-term tourist rental market there has to be, in the same quarter, a house of an equal size available exclusively for long-term rentals. In Amsterdam for short stays (7 days to 6 months) it is necessary to have a license obtained from the local administration. There is a quota for the maximum amount of these licenses of 10% of the total number of private apartments above a determined monthly rental price. In Barcelona it is essential to obtain a registration code which if not obtained applies heavy sanctions to the person who does not respect the rules of the Catalonia tourist regulations.

Considering the social side effects that tourism has both nationally and internationally, and above all, the risk that it carries for our own city, it is essential that careful, comprehensive and objective examination of the existing framework is carried out. In simplifying and streamlining regulation, we run the risk of not covering everything for such a complex idea like the *sharing economy* in as delicate an area as Venice.

The current **Regional Law no. 11 of the 14th June 2013** “*development and sustainability of Venetian tourism*”, follows the R.L. no. 33 of the 4th November 2002 “*Consolidated law of the regional tourism laws*” and greatly modifies the regulatory framework for issues of great importance within our city.

The new Regional Law no. 11/2013 modifies the accommodation classification system by substituting the previous system of 13 different types of non-hotel accommodation with a system of 5 different types of “complementary” accommodation. It also stipulates that not only hotels must register themselves but also these other types of complementary accommodation. The so-called tourist locations, however, are not obliged to do this.

The accommodation classification system stipulated in Article 23 of the current Regional Law, currently classifies the different accommodation service types as follows:

a) **Hotel accommodation:** these are types of accommodation which are open to the public under a single management structure and situated in one or more buildings, employing at least seven locals to accommodate tourists, with an area to have breakfast and with a reception desk. Falling in this category are: hotels, hotel resorts, hotel-type tourist residences and multi-building hotels.

For this category the new Regional Law has not introduced any significant modifications.

b) **open-air accommodation:** these are types of accommodation which are open to the public under a single management structure. Within an enclosed area, tourists can stay in mobile set-ups or housing blocks. These can either be tourist villages, campsites or sea resorts.

c) **complementary accommodation** (these partially correspond to the previous accommodation classification called non-hotel accommodation but are also partially different) these are types of accommodation which are open to the public under a single management structure and **situated in buildings offering different spaces and services to tourists than in hotel accommodation.**

This is the most complicated category. Their classification for Venice should be coordinated with the town planning regulations to guarantee their eligibility for the different building types and their compatibility with the diverse range of building uses.

These are divided into:

- **Tourist accommodation composed of one to six bedrooms** (each one with a maximum of four beds), these types of accommodation must be similar to existing

room rentals

- **Holiday homes**, these are composed of a living and dining room for common usage and with more than half of the bedrooms having 2 or more beds.
- **Housing unit adapted for use by tourists**, composed of one or more bedrooms, each one with one or more beds, as well as toilets and an independent kitchen. In the previous Regional Law no. 33/2002 it was stipulated that each unit should consist of a furnished house or apartment with a toilet and an independent kitchen that are leased to the tourists, for the course of one or more season with a contract of no less than seven days and no more than six consecutive months. **Now, however, there is no minimum length of contract.**
- **Bed & breakfast**, composed of one to three bedrooms with each one containing a maximum of four beds. The landlord needs to live in the building in a room reserved for himself. Breakfast is served directly by the landlord or by the landlord's family. In the light of changes brought in 2016 B&Bs located in municipalities with a low tourist presence do not constitute as a business activity under the Decree of the Regional Executive of Veneto no 489 of 19/04/2016.
It should also be clarified that in light of the ruling of the Regional Administrative Court of Veneto no. 1025/2016 B&Bs operating within the 20 municipalities with a high tourist density are not conclusively presumed to be businesses. These B&Bs are instead therefore subject to a practical case-by-case assessment, which also looks at the economic activity of the bed and breakfast's single landlord to assess whether to classify it as a business activity.
- **Alpine shelters**

The discipline of complementary accommodation, stipulated by article no. 33 of the R.L. no. 11/2013, requires submitting a **SCIA to the municipality** in the regional model under article no 19 of the law no. 241/1990.

In addition to the aforementioned complementary accommodation services, **article no. 27a of the new Veneto Regional Law also defines tourist rentals**: these accommodation services are far more simplified than those identified in article 27.

This article was introduced in the **Veneto Regional Law no. 11/2013 as part of the Veneto Regional Law no. 45 of 2014.**

As we will see from the data collected by the various local Municipal Council offices, this new definition, in the brief period since June 2013, has had a major impact on accommodation within the old city.

The streamlining and simplification in the regional legislative reform has favoured fragmentation, with the result that, gradually, even traditional complementary accommodation services (furnished housing units and B&Bs) **are being converted to tourist rentals, subject to fewer controls and less bureaucracy.**

Article no. 27a defines tourist rentals as **accommodation services not open to the public, exclusively available for rental by tourists – stipulated in article no. 1 of the law 9/12/1998 no. 431.**

An essential requirement is that the accommodation **does not provide extra services** during the guests stay.

In addition to not being subject to classification, the landlords only need to carry out some basic **communication requirements both in relation to records and in tourist handling and tax requirements** (visitors tax for the municipality of Venice).

This type of accommodation service **cannot provide any service** other than:

- the supply of electricity, hot and cold water, gas and air conditioning
- maintenance and repair of the dwelling, replacement of deteriorated furniture
- cleaning of the accommodation and, if required, supply of bedsheets. This last requirement varies from region to region and could be regulated in a different way in the Veneto region

Unlike complementary accommodation services, tourist rentals **only need –to communicate with the Metropolitan City of Venice** (under the modifications made to the Regional Law no. 11/2013 by the Regional Law no. 18/2016) to indicate:

- The period for which they intend to rent the accommodation, the number of rooms and beds
- Verification of the arrival and presence of the tourist guests

Supervision and verification of these requirements is also laid down in article 27a, as well as the authority system for the application of fines and the right to gather the relevant amounts payable **to the municipalities through their representatives**.

With the Decree of the Regional Executive of Veneto no. 780 of the 27th May 2016 it was agreed that tourist rentals **can also cover just part of the accommodation** and not necessarily the entire housing unit in the available lease.

This revision however **does not properly clarify if different parts of the same accommodation can be rented out to different people**. This is an important question, because in the case of a large building comprising more than six bedrooms, more than six different people may rent different parts of the accommodation. This would create some ambiguity as other accommodation types that are classified as complementary accommodation are not allowed to have more than six bedrooms or else they are classified as hotels.

From the data available in the Municipal Council (among the tax and trade sectors) it is apparent that, compared with the rest of the territory, **the historic centre has, two years later, the greatest number of accommodation activities fitting the aforementioned qualification**.

For example, here is a summary of the figures provided by the Tax Sector about complimentary accommodation services and the tourist rentals active in May 2017 in the Municipal Territory:

- HISTORIC CENTRE → 2675 tourist rentals compared to 1454 complementary accommodation services
- ISLANDS (Lido, Murano, Burano and the small islands) → 190 tourist rentals compared to 98 complementary accommodation services
- MAINLAND → 438 tourist rentals compared to 250 complementary accommodation

services

Disclosing how to set up a tourist rental contract accommodation service may well have helped other regions in their economic development and development of the tourist industry. **In the City of Venice, however, it has caused a rapid deregulation of the tourist accommodation system with a large shift away from traditional accommodation offers.** It is therefore vital that a more precise, rigorous and careful regulatory system is put in place for the peculiarities of the Venetian territory. This should be founded through the national and municipal regulatory framework as it is in the public interest. It should strive to strengthen public security and health standards of the premises, protect health, public well-being, the treasury and the landscape and architecture of the City of Venice.

The City of Venice, aware that this concerns two areas of legislative authority, is preparing to tackle this issue on two fronts. On the one hand the state has authority for matters of civic law, and on the other the Region has exclusive authority for matters of tourism under article. 117, paragraph 4 of the eConstitution. Therefore, **the first act** that the City of Venice will undertake is seeking the engagement of the state legislator through a request to the Ministry of Cultural Heritage and Activities and Tourism MiBACT. It will advocate the creation of a national policy to support the conservation of authenticity in of the city. The **Strategic Plan for Tourism Development (2017 – 2022)**, drawn up by the Standing Committee for tourism promotion, stated that it hopes to *“experiment with different governance models for sustainable use of UNESCO World Heritage sites that are subject to a large amount of pressure from tourism and create an organization to monitor the Italian UNESCO sites”*. The first action will be the start of a *“project to monitor Venice in particular, and to identify practical solutions to mitigate the damaging effects of excessive tourism and to protect the cultural resources and beautiful landscape, and also to implement a sensible sustainable management system for the usage of these resources.”* Therefore it will endeavour to **urge the government implement a State oversight of tourist rentals**, as well as a calling for the powers to allow the Region to distinguish between different types of tourist rentals, considering the ever greater impact of sharing economy on tourism. Furthermore, it is worth noting that the legislator with amending the Decree in the conversion of Law no. 50/2017 (laying down urgent provisions on financial matters, initiatives in favor of territorial bodies, further interventions for areas hit by seismic events and measures for development), has provided that, with a special regulation on Proposal of the Minister of Economy and Finance, the criteria under which rentals’ activity is assumed to take place in a business form, in coherence with Article 2082 c.c. and with discipline on the company’s incomes regarding the number of units found and the duration of the rentals in one year solar.

The second act needed for the Veneto Region, will be achieved by activating the legislative initiative under article no. 20 of the Regional Statute. This also applies to

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the Municipal Councils which are called upon to take on the remaining legislative powers on tourism under article no. 177, paragraph 4 of the Constitution.

GENERAL OBJECTIVES: Protect residents

SPECIFIC OBJECTIVES: Call for the revision of legislation on tourist rentals

SHORT-TERM ACTIONS: set up a discourse between MIBACT and the Veneto Region

- 1) A request for the involvement of MIBACT in the oversight of the pilot project in Venice to adequately regulate tourist rentals, to meet the demands of the new socioeconomic situation in a fragile city such as Venice.
- 2) Call for the involvement of the Veneto Region in regulating tourist rental accommodation services under their own competences in tourism

Links with the Mandate Guidelines 2015-2020:

2.1 Promote economic development for the socioeconomic regeneration of the city

10.3 Level the inequality between residents and tourists

Links with the Single Programming Document 2017-2019 approved by Council Resolution no. 73 of 21/12/2016: Code **M14_2.1 – M7_10.3**

B.3 Limiting takeaway

The rising number of tourists, and in particular the exponential growth of day trips, has kick-started the spread of companies that sell food to tourists. In particular this has led to the growth of takeaway restaurants, which has lowered the quality of food available and damaged the urban decorum of the city.

Without doubt, this has very quickly transformed businesses within the city. The businesses and the types of food they offer have evidently changed, which has had a hugely negative impact on the aesthetics of the city, not just for residents, but also for tourist-consumers.

We face, therefore, a decline in the aesthetic quality of the city – the founding pillar of the city’s tourism industry. Failure to properly govern and regulate the damaging effects of this increase in tourists would, without doubt, lead to long-term irreversible damage to the city’s desirability and therefore its tourist industry.

To stop the deterioration of the city’s key resources, the old city, -to the extent that it controls, needs to discipline the sale of food and other resources.

This also involves drafting an all-encompassing policy, addressing in particular the protection of Venice’s beauty and cultural identity. This is to ensure that traditional businesses and the relationships that they have had with residents remain unchanged, in order to maintain a high quality of life in the city and to ensure its long-term profitability. To achieve these goals, it has been suggested that the next step should be a ban on the sale of non-traditional takeaway food and consumption in public areas throughout the old city. It also envisions further restrictions (ban on franchising and possible adjustments) in zones which are heavily impacted by tourism in an attempt to bring back sales networks and/or food production of neighbourhood and artisan businesses. This would provide a real service to residents as well as limit the conversion into businesses directed almost exclusively towards tourists.

In light of the provisions of article no. 1 paragraph 4 of the Legislative decree

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222/2016, and in order to arrive at a decision limiting activities which have a negative impact on the protection and profitability of the cultural heritage of Venice, it has therefore been decided to make use of the agreement with the Region and the Ministry of Cultural Heritage and Activities and Tourism – Regional Directorate for Cultural Assets and Landscapes of Veneto – Venice and Lagoon Department of Architectural Heritage and Landscapes.

On the 4th May 2017 Deliberation no. 17 was approved in the City Council. It is aimed at increasing regulation with service conferences under article no. 14 of Law 241/1990, to arrive at an agreement provided by article no. 4 paragraph 1 of the aforementioned Legislative Decree 222/2016.

GENERAL OBJECTIVE: Protecting residents

SPECIFIC OBJECTIVE: Limiting take-aways

SHORT-TERM ACTIONS: Commercial measures through article no. 1, paragraph 4, Legislative Decree no. 222/2016

In concordance with the provisions of Article no. 1 paragraph 4 of the aforementioned Legislative Decree 222/2016 the following measures have been approved by the Municipal Council of Venice to limit the use of activities which are not compatible with the need to protect and develop the cultural heritage of the city:

Place a ban on the opening of new sales and/or production of food products for places, excluding artisan ice-cream parlours, which are targeted at making food to be eaten in public areas of the old city and the islands, excluding Lido, Alberoni, S. Pietro in Volta and Pellestrina which are regarded as less prone to the negative impacts of heavy tourism

Improvements to buildings or hygiene of businesses which have already been authorised, reported or communicated prior to the entry date of the deliberation shall be, without exception, permitted.

Start of a discussion with the Superintendent and economic groups to decide upon adaptations to the measures already in place

Start of a discussion with the relevant ministries and with other art heritage cities to identify pilot projects in the historic centres.

Next steps of the City Council Deliberation no. 17 of the 4th May 2017:

Reach an agreement with the other entities by September 2017

Local discussion activities by December 2017

National discussion activities by December 2017

B.4 Reallocation of public land usage

The exponential growth of tourism in the old city has led to the often indiscriminate use of public land for economic activities: on top of open-air bar and restaurant areas there are also another 350 business areas (mostly moveable but a large number are also fixed) in public areas, mostly selling items to tourists (souvenirs), as well as the presence or around 75 other spots for photographers and painters.

Furthermore, this occupation of public land generally takes place in the areas of particular historical and architectural value, and in the areas with a heavy tourist presence – making it hard to move about the city. Once again, therefore, residents' interests are not followed – they are often practically unable to get to the city's areas

of interest.

It is therefore necessary to start **reallocating the use of public areas in the historic city**, through the approval and agreement of the Venice and Lagoon Department of Architectural Heritage and Landscapes, under article no. 52, of Legislative Decree 42/2004 "Cultural Heritage and Landscape act", a series of area planning taking into account various different public areas. At all stages the inquiry has operated with the help of relevant trade unions and resident associations and/or committees in order to hear a fair balance of interests.

GENERAL OBJECTIVE: PROTECT RESIDENTS

SPECIFIC OBJECTIVE: Regulating the use of public space for economic activities

SHORT-TERM ACTIONS: Agreement with the department under article no. 52 of the Legislative Decree 42/2004 "Cultural Heritage and Landscape Act. Council Decision for the implementation of the agreement"

In 2016 the Council Administration has started an action, in conjunction with the Ministry for the Cultural Heritage and Landscapes of Veneto - Venice and Lagoon Department of Architectural Heritage and Landscapes and with the involvement of the Trade Unions and the stakeholders in order to regulate and reallocate the use of public land for economic activities (street sales and open-air bars and restaurants). This takes place in the areas of particular importance through a plan balancing the interests of businesses with residents, and interests to keep the large flows of tourists in safe conditions and to protect monuments and the landscapes of the historic city.

An integrated plan for 24 areas of interest has already been approved with 4 different Council Deliberations.

The plan for the remaining 29 areas should be completed by the end of 2017. The application of these plans has already started in the first areas and will be completed by 1/1/2019, according to a specific schedule, with the release of new business concessions on public areas as planned under the Bolkestein Directive, as well as the release of new concessions for building and Kiosk bars, and with the adaptation of the current open-air commercial areas.

B.5 Measures for reform operations of the Special Legislation for Venice

The story of safeguarding Venice and her lagoon also comes from the protection of the special laws that were made after the tragic events of the floods of 1966. The first special law dates back to the 16th of April 1973. This law was to declare the safeguarding of Venice and her lagoon an issue of pre-eminent national interest and identified as its mission statement the safeguarding of the landscape, historical, archaeological and artistic context, the protection of the hydraulic balance, the preservation of the environment from atmospheric pollution, and the socio-economic development of the Venetian territory. The law further provided for measures of support for economic activities, residential housing and urban maintenance.

The last exceptional legislative operation for safeguarding Venice dates back to 1992 and was directed towards a major coordination and integration of the of the activities of the various stake-holders working in the lagoon.

The important flows of monetary subsidies guaranteed by the special legislation for Venice were drastically reduced from 2005, a date in which the methods for their provision were changed. The commitment limits were no longer foreseen which would allow contracts, on the part of the administration, of loans with charges borne by the State but which were now conducted by means of a partial financing of the amount allocated for the realisation of the project for the safeguarding of the lagoon and city of

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Venice, called 'M.o.S.E' laid down in the Financial Stability Laws. In the years up to 2004, the certainty of the subsidies and their disbursement had allowed the implementation of important actions for the maintenance of the urban and building fabric of the city which rendered the safeguarding of Venice effective and substantial.

Thereafter the subsidies were notably reduced, passing from **149.8 million euros** in 2004 to the **51.5 million euros** of the following year, and then to fluctuate until finally arriving at practically zero for the annual payments of 2006, 2009, 2010 and 2012. **The disappearance of such transfers led and are leading to a progressive slow-down of the municipal competencies in the work of protection.**

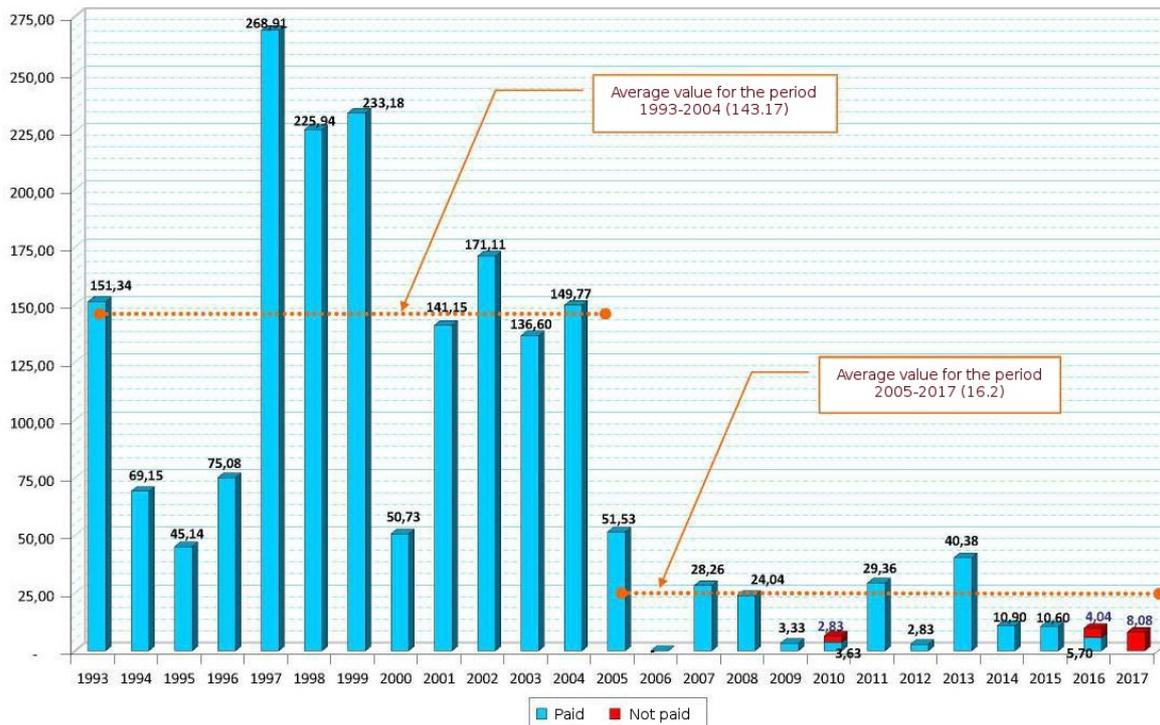
Critical situations have also arisen over the disbursement of resources: even today the payment, equal to 2.82 million euros, provided for in the meaning of the Committee for Economic Planning (CIPE) n. 59 of the 31st July 2009, referring to the annual payment of 2010, has not been paid. Just as payment has not yet been received for the annual payment 2016, authorised by the Financial Stability Law for 2016 (Law 208/2015 Art. 1, subparagraph 741) equal to 4, 037,500 euros, and not has the 2017 payment equal to 8,075,000 euros for which successful payment is linked to the allocation to be carried out on the part of the Directory Committee, as coordinated and controlled by article 4 of the same law n. 798 of 1984.

In the meantime, however, the global changes and the digital revolution which involved the global economy inevitably determined the emergence of non-foreseeable critical situations for the protection of the City, different and in addition to those identified in the preceding decades. In particular should be noted the economic effects caused by the home sharing economy already highlighted in paragraph B2 which, while involving the entire national and international economy, have much more extreme impacts on a fragile context like that of our territory.

Such phenomena are beyond the control and exclusive competence of the administration of the City, being rather attributable to situations that necessitate, for successful regulation, actions at a top legislative rank.

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Special Laws for Venice Financing 1993-2007 (amounts in millions of euros)



The designs of laws intended for the reform of the Special Legislation for the Safeguarding of Venice and her lagoon (the latest from 2013) have always started from that concept and contain important proposals connected to both the protection of the residential nature and directly to the programmed and controlled managements of tourist influxes that are sustainable for the city, with regulations of a financial nature as well. These last provisions for laws have tried to respond to the necessity to carry out operations in an organic and strategic manner on the entire profiles (physical, environmental, socio-economic, artistic-cultural) that characterise the special nature of Venice, where by special nature is meant – as said above – that Venice and her lagoon represent a world-unique conglomerate and thus constitute a reality, physical as well, destined to welcome influxes coming from all over the world.

This new urban and economic scenario can also constitute a reason for reflecting on the topics of the competencies of the Special Legislation for Venice which, it is considered, must be used to rebalance, in favour of the residential nature, the tourist accommodation facilities of the city.

1) In order, therefore, to protect the residential nature, over and above necessary changes to the town-planning regulations as already illustrated in this document, **the Special Law for Venice should contain Government empowerment because a decree of specific regulation is required for the tourist leases, which are today regulated simply by a reference to the civil code in force in art.79 of the Code on tourism of 2011.** In truth, the dividing line in the use of a tourist lease is today allowed by force of the civil regulations that control such an institution (1571 and ff.) placing it under the

regulation of the law n. 431 of 1998.

Unlike normal lease contracts, in fact, the contracts of a tourist type provide for signatures exchanged between the parties only in cases where the length of stay exceeds 30 days. In other cases, the law does not lay down any formalities, any deposit payment on registering, nor any type of obligation on the part of the renter or the person renting. Only where the duration of the contract is greater than one month, must the contract be drawn up in a written form and subject to obligatory registration.

The insertion of regulatory obligations for the signing of contracts of tourist lease would constitute an undeniable curb to the use of such ways of exploiting the buildings at the expense of residential leasing. In particular, it is considered that the national Legislator should intervene by introducing a specific procedure for Venice with strong indications of limits to the type of exploitation of property that in a context so strongly tourism-orientated appears to be directed towards the use of tourism rather than residential use.

2) Still within the context of operations for providing for residency and by citing what was laid down by art. 6 of Law 798/84, that reads: ‘purchase, restoration and conservation regeneration of properties for residential use as well as social and cultural activities, artisan production and essential trades for maintaining the socio-economic characteristics of the urban settlements’, in accordance with the European Legislation EU 1407/2013, **the implementation of *de minimis* contribution is envisaged for awarding tax incentives for businesses and commercial enterprises in the City of Venice for operations intended to promote the culture and conservation of the heritage, including here reconstruction and/or maintenance of commercial enterprises or businesses that work in the promotion of cultural activities or for activities in support of residence.**

The private housing heritage amounts to (about) 9,500 buildings; the number of buildings for residency, which require renovation and preservation work, is estimated to be less than 8,300.

The contribution paid to the beneficiary, through rebuilding by capital subsidies or interest-rate subsidies, cover the actual costs of the work by a percentage within and not more than 60%.

With a payment of 20 million euros, the share of the citizen body is raised to an amount of money equal to at least 33 million euros. A constant contributed financial funding would allow the prosecution of the work of restoration and renovation of the private housing heritage, essential for the socio-economic revival of the city.

The tables that follow represent the quantity disbursed and the number of beneficiaries.

Such typology of notice no longer stands, through lack of financing, favouring the notices for restoration.

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PURCHASE NOTICE		REQUESTS PRESENTED	CASES PAID	SUM FINANCED
YEAR 1992		2294	131	2.643.353,41
YEAR 1995/6	fascia A	810	72	1.807.599,15
	fascia B	1145	73	1.807.599,15
YEAR 1997	fascia A	280	147	5.210.280,41
	fascia B	259	130	4.612.637,74
YEAR 1998	fascia A	566	77	3.098.741,39
	fascia B	839	54	2.065.827,60
YEAR 99/00	fascia A	396	203	7.230.396,59
	fascia B	472	84	3.098.741,39
YEAR 2001	fascia A	407	92	3.615.198,29
OPEN NOTICE	fascia B	505	22	1.032.913,80
YEAR 2002	fascia A	326	87	4.000.000,00
OPEN NOTICE	fascia B	330	25	1.164.568,99
YEAR 2003/4	fascia A	273	87	4.500.000,00
OPEN NOTICE	fascia B	241	22	1.284.317,27
GENERAL TOTAL		9143	1306	47.172.175,17 €

RESTOR- ATION NOTICE	YEAR	REQUESTS PRESENTED	NO. CASES PAID	fin.ed units	SUM FINANCED
NOTICE 1°/2°	1987-1988	1.190	728	963	9.640.550,07
NOTICE 3°	1990	406	358	743	5.854.139,07
NOTICE 4°	1991	607	349	763	3.588.000,92
NOTICE 5°	1993	1.072	503	946	3.701.651,34
NOTICE 6°	1994	1.179	741	1.250	5.735.884,65
NOTICE 7°	1995	1.024	591	1.116	7.315.450,41
NOTICE 8°	1997	873	567	1.012	12.730.754,69
NOTICE 9°	1998	678	405	728	7.162.813,90
NOTICE 10°	1999	537	308	500	7.302.008,08
NOTICE 11°	2000	902	325	530	9.423.039,16
NOTICE 12°	2001	720	267	503	9.412.212,65
NOTICE 13°	2002	904	262	461	15.094.061,60
NOTICE 14°	2003	698	229	438	10.345.253,47
NOTICE 15°	2004	745	107	205	7.785.640,98
NOTICE 16°	2005	666	256	500	15.281.984,14
NOTICE 17°	2007	805	187	582	17.200.000,00
NOTICE 18°	2008	695	200	533	21.173.575,64
NOTICE 19°	2010	337	91	243	13.538.813,72
TOTALS		14.038	5.746	11.053	172.645.284,42 €

3) In the context of a discussion with the object of revision of the special legislation for Venice and so the actions for safeguarding the city, and indeed the wish to keep the city open to the world and to visitors, a useful proposal (also, moreover, listened to in one of the hearings before the Council Committee) is thought to be **that of the introduction by the Administration of a landing charge for the smaller islands of the Venice Lagoon (Burano, Murano, Sant'Erasmo, Pellestrina, Torcello).**

The introduction through special legislation appears, given the current situation, valid also for the alternative visitor's overnight levy, the only method that can be effectively followed, given that the legislation which has introduced the landing charge, for the administrations that have smaller inhabited islands in their territory (Law n. 221 of the 28th December 2015) has been interpreted (by the opinion of the Minister of the Economy and Finance of the 30th May 2016) in the sense of keeping the alternative between the visitor's overnight charge and the landing charge, where the alternative is referred to the stakeholder imposing it, in our case the municipality, without any possibility of coexistence or overlap.

In other words, the projection of a landing charge to be paid by all the passengers who disembark on the territory of the smaller islands of the Venetian Lagoon by using vessels that provide links to scheduled routes or aeronautic vessels that are aimed at transporting people for commercial, licensed or authorised purposes to undertake links towards the lesser islands of the lagoon, could be included by means of an ad hoc regulation in the special laws for Venice, **by providing for the payment of the charge where the passenger disembarks on the territory of the smaller islands without staying there overnight. A charge therefore made to the tourists who frequently (as day trippers) visit the islands and the lagoon without spending the night in the city, obviously with exceptions made for particular categories.**

Besides, the reasoning behind the regulation that provides the landing charge (to pay for as a priority the collection and disposal of waste, and operations of environmental recovery and safeguarding) is different from the visitor's overnight charge (to finance initiative of tourist promotion) and also, the physical conformation of the Venetian territory is sufficiently singular and wide to allow it to target types of tourist visit of different natures, even if having a preference exclusively for tourism in the lagoon without necessarily staying in the territory.

4) Still by means of the Special Legislation for Venice appropriately amended with the aim of **reconciling the visitor's overnight charge and the landing charge, even customised in the case of the lagoon, making all the vessels tax collectors for Venice.** Such a tax would also be amended for reasons of days of greater tourist influx duly identified for periods and critical management situations on the basis of historic, present and gathered data.

B.6 Accessibility modifications and overcoming architectural barriers

The City Administration has placed accessibility at the centre of its operations for many years. With the approval of the Plan to Reduce Architectural Barriers in Venice, first, and then in Mestre, we have identified the elements defined as architectural barriers (although our thinking was and still is open to other types of barriers), specifying which measures could be performed to offer solutions.

The identification of 'islands' and the choice to favour public transportation in waterways as a main carrier to encourage mobility and the enjoyment of the city's spaces has been a prudent one for us.

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To obtain this result, we identified a series of prioritised modifications of bridges, roadways, etc., that, through years of planning, have led to the creation of ramps and ramps with low grades, and other actions to achieve greater accessibility to our city and the usability of docking points in the ACTV.

The current situation presents an accessible Venice that identifies itineraries in a number of quarters and islands and offers a possibility of movement that allows travel to a large part of the city.

Our effort to ensure increasing accessibility and enjoyment of our spaces continues.

Construction of the new Ponte Solesin has recently been completed in the Cannaregio district, linking the railway area with the San Giobbe (university) area and the construction of a facilitated-grade ramp on the Ponte de le Sechere, in the Santa Croce district. In the plan below, these are indicated with a red circle.



A series of minor measures will begin soon to create small ramps and road surface levelling to correct small bumps and to place handrails on the parts of bridges that do not have them yet.

Venice's P.E.B.A. update is ongoing to identify future operations to remove architectural barriers and schedule these operations.

Similarly, there is the mayor's request to evaluate the feasibility of a route linking Piazzale Roma with the Biennale without architectural barriers or at least facilitating the route. There is also the related scheduling of the ramps, of the permanent type, along the banks of the Zattere and Riva degli Schiavoni e dei Sette Martiri to provide

an itinerary for the Venice Marathon. The feasibility study is currently being examined by the City Council, and the modification will be made, first, along the shore of the Zattere and then along the rest of the route.

For this operation, there is also an awareness of collaboration with private parties.

B.7 Recycling operations and measures aimed at the containment of loads of waste produced in the City, and the safeguarding of public hygiene and urban decorum.

Recycling operations

In recent months, Venice launched a revolution beginning in the area of the Accademia and the Dorsoduro District, now extended to San Polo and Santa Croce, which is yielding excellent results in terms of percentages of differentiated collections and urban cleanliness. Having recognized, in fact, a need to introduce waste collection procedures in the historic centre that no longer require presentation as in the past, in September 2015 an experiment was launched in urban refuse collection methods with the prohibition on transferring refuse to public land.

The complexity of the area served and the daily performance of numerous activities by a number of subjects require us to review and modify our services, establishing from time to time, even if temporarily, variations in the number and type of resources used and deployed (number of containers, frequency of operations, etc.) in order to succeed in tackling the various daily issues that arise.

In the area of the historic centre, the urban hygiene service was done principally with the 'door to door' method, except for limited areas where a certain number of refuse bins were put out for separate collection of parts of the waste depending on the different types of use.

Because of our city's urban layout, the presence of canals and the need to work manually in gathering garbage, the old regulation (still used in some districts and due to be overhauled in early 2018) allowed the citizen to be able to place on the sidewalk in front of their home the sack containing urban refuse, whether sorted or not, depending on the day of the week, on a schedule from 6:00 to 8:00 except for Sundays and holidays that don't fall on Saturday or Monday, in which case the service would be performed on the normal schedule.

The refuse was collected manually by employees and transported in carts with bottoms that can be opened, on special motorboats designed and created according to technical company specifications that, with the help of a specially equipped on-board crane, picked up the carts and emptied them.

Nevertheless, the presence of the sacks on the pavement waiting for the operator to come by, as well as the placement of sacks outside of the guaranteed hours, often constituted a tempting 'food' attraction for seagulls and especially for rats.

The new experiment instead provides for a mixed type of conferral, never used before in the historic centre, namely:

- **self-conferral by boat with docking set on a schedule from 6:30 to 8:30 with slight variations based on the area;**
- **prohibition of displaying refuse on public land and door-to-door pick-up from roughly 8:30 to 12:00 from the consumer with a bell ring by the environmental operator who simultaneously picks up both the remaining refuse and the part of the refuse to be collected as designated on the calendar.**

Given the positive, documented outcomes of the experiment launched in September 2015 in the area included Fondamenta Nani, S. Vio and Punta della Dogana, in 2016:

- the permanent launch in the area involved of the experiment with the new conferment and collection method for refuse, simultaneous with the door-to-door collection (with a bell ring by the dustman) and the method of self-conferment at the Veritas di Rio San Vio and Rio della Salute stationing points;
- we proceeded with the extension of the new collection method in the entire Dorsoduro district beginning in October 2016.

From 2017 and half of 2018, there is a planned implementation of the new collection method throughout the historic part of the city. On 22 May 2017, differentiated collection was launched in the San Marco district.

In the areas where it has already been activated, we continue to have positive results, finding a high confirmation/participation rate by the citizens.

We would like to point out the status of the streets, no longer encumbered by sacks of garbage, often bad-smelling and sometimes torn, the eradication of the interference by the seagulls and the drastic reduction in the presence of rats.

As regards conferment, we observe (although it is too early to proceed with timely measurements due to the impossibility of comparing historic data from varied sources) an increase in the percentage of differentiated collection and the quality of the material to be picked up (for the parts to be sent for recycling), a consequence of the possible immediate recognition by the depositor; as for the pick-up, when not self-conferred, it is done directly within the private pertinence.

A beneficial process of continued improvement, which has allowed the City of Venice, the principal city of the metropolitan area, to be awarded during the VI ANCI-CONAI Database Report for differentiated collection and waste recycling for achieving the '2020' goal as established in EU directive 98/08, reaching 50% (to be precise, 53.81% in 2016) for preparation for the re-use and recycling of urban refuse and contributing to CO2 reduction. Furthermore, the excellent performance with the differentiated

collection sees the City of Venice at the top of the class of large cities in the 2016 ISPRA Report on Urban Waste.

Measures for the reduction of waste production

The constant and repeated observation of the area by the communal structure for this purpose has highlighted, in particular in the historic City, **a high risk of waste bins being placed in the areas affected by the greatest influx of tourists**. The risk is constant from morning to night, and the bin emptying shifts of the Veritas S.p.A operator, though repeated and frequent, are not always sufficient to fully ensure hygiene and urban decorum.

The material found in the bins, and often on the surrounding pavement, is largely made up of food and drink containers.

For this reason, following a process of internal auditing with the municipal offices responsible for environmental management, and with the company involved, possible improvement measures must be identified for this detected phenomenon. The compatibility of these must be thoroughly verified in line with regulatory, economic, and legislative environmental matters, capable of resolving the risks.

It should be noted that the current national legal framework does not allow the introduction of a landing tax for walking tourism, which it should have as a primary purpose. The existing legislative provisions do not allow the implementation of a landing tax that would have as its primary purpose the coverage of extra costs that the city faces.

Pending a legislative review subject to urgent action by the municipal administration against the National Legislator, the following is conceivable:

- **the placing of rubbish bins outside takeout food outlets, supermarkets selling takeaway food, restaurants and food kiosks**, which must be emptied by the operator and removed from the public street upon evening closing **for the April to October period every solar year**.
- **tariff subsidies given to all economic businesses that introduce technical measures aimed at preventing the production/reduction of the waste produced by their activities** (new packaging of takeaway food, modification of dry unrecyclable materials towards compostable materials, the use of differentiated rubbish compactors so as to give the operator a reduced load to dispose of).

Finally, an information and awareness campaign is to be promoted, involving the activities of selling takeaway food in cartons and bulky packaging, aimed at providing correct information to the customer in terms of places where you can consume food, advising in particular of the presence of refreshment areas identified by the municipal administration.

Lastly, it is necessary to update the current tariff classes of non-domestic users, as defined by DPR 158/1999 in order to make the present commercial reality more

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adaptable to potential waste production.

GENERAL OBJECTIVE: PROTECT RESIDENTS

SPECIFIC OBJECTIVE: Differentiated waste operations and measures aimed at containing the load of waste produced by walking tourists in the historic centre of Venice and the mainland for the protection of public hygiene and urban decorum

SHORT-TERM ACTIONS: Agreements with Veritas S.p.A, Board of Statutory Auditors, Municipal Council Resolution of variations to the Regulation for the application of the Single Municipal Tax – tax of waste (TARI) for an affordable tariff regulation

Starting from 2017, the Municipal Administration has initiated Second Level Territorial Controls also aimed at verifying the effects on the territory resulting from the tourist pressure in terms of the production of urban waste deposited in waste bins or abandoned on the ground. Introducing a comparison with various subjects involved (Taxation, Environment, Local Police) and with the involvement of VERITAS, aiming for a diverse distribution of rubbish bins, with the objective of safeguarding urban decorum and public hygiene, balancing the legitimate prerogatives of subjects contributing to TARI with the needs of safety and hygiene of the territory, as well as the needs of safeguarding the monuments and landscapes of the historic city.

Time frame: Municipal Council Resolution of Variation of the tariff plan

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**C) BALANCING
EXTRA COSTS TO
ENCOURAGE
IMPROVEMENT
AND
DEVELOPMENT
OF THE CITY**

Project of territorial *governance* of tourism in Venice

C) BALANCING THE EXTRA COSTS TO ENHANCE THE VALORIZATION AND DEVELOPMENT OF THE CITY

C. The sustainability of the touristic flows in the territory

The essential goal for the success of the *governance* of tourism in Venice is the creation of financial policies to balance the extra costs deriving from the tourist flow and geared towards the valorization of the city and its territory, welcoming visitors and protecting residents.

As illustrated in the preceding paragraphs, tourism represents an important financial resource in urban and metropolitan contexts, but the local authorities managing this territory avoid the proliferation of the touristic mono-culture carefully, supporting the growth of an articulated and complex economy, in which certain excellent productive functions of great attraction can be recognized: among these we can find the strategically essential Port of Venice and the related Industrial Complex of the Port of Marghera.

Venice, a “work of art of the creativity of man” (the first of the description criteria for the inscription in the World Patrimony List), must be a city in which intelligence continues to be fertile and not only geared towards the conservation of its image and history.

Without on-going and incessant development and continuous research, without the imagination and originality of man in the years in which it was created, Venice would never have existed.

Culture is life, that generates more life, and doesn't contemplate itself.

And so it is from the quality of life, the identity, traditions, urban decorum, research, University, but also the marginality, the deterioration, the need for security, that Venice has given a sign of great discontinuity with the new Administration.

It is extremely significant that the debate on the management of touristic flows and the celebrations of the centennial of the creation of Port of Marghera, for which the Minister of Cultural Affairs, Activities and Tourism has created a “Porto Marghera 1917-2017 Committee”, should occur simultaneously.

The “city of work and Industry”, thus recognizing its importance as an example of overall revitalization of the territory towards environmental sustainability and valorization of human capital.

Tourism management becomes the occasion for the fulfillment of a substantial passage in the financial policies of the City geared towards the valorization and conservation of goods and tax benefits to enhance residentiality, through important investments.

The actions illustrated above were directed to the knowledge of the visitors, tourist profiling, the growing acquisition of information, used to manage tourist peaks and prepare territorial and monitoring strategies.

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And to set up an incentive system towards the booking of trips to Venice right from its conception.

With the subscription of the “Pact for the development of the City of Venice”, signed on November 26th, 2016, by the Town of Venice and the Italian Government, the latter, recognizing the specifics of the City and Venice’s peculiar morphology, has allocated 457 million Euros for a long series of interventions in the Laguna and City of Venice, highlighting the will of the current Administration to propose solutions for the navigation issues in the Laguna and the urban recovery and tourism.

The Government, when subscribing this Pact, has not only recognized that Venice is an exceptional city of universal value and that it must be supported financially as well, but it has also shared a structured design of the City, based on an idea of progress, work, innovation and future for the subsequent generations.

The territorial articulation of the Town of Venice has unique peculiarities and specifics.

From this document, in particular, the will of the State and City to cooperate towards the success of the common interest goals or functionally connected, emerges through the creation of synergistic and integrated actions, aiming at the realization of the required interventions for the territory’s infrastructures, the creation of new industrial investments, the re qualification and re industrialization of productive areas, the financial and functional reconversion of the industrial area of the Port of Marghera and any action favorable for the economic, productive and occupational development of the metropolitan territory.

The common commitment of the Italian Government and the City is all turned towards the creation of the conditions needed to realize a living city project, in which people would continue to live and companies would continue to work in a unique urban and environmental dimension. We are convinced that the attention paid to the monuments, the works of art, the scenery, to the uniqueness of this location, should first of all be considering the people who live there. An important amount of forty-five million euros, will be used for the extraordinary maintenance of the historical center of Venice, with the excavation of streams, the conservative restoration of residential buildings, productive activities and bridges, to go ahead constantly with conservation activities and enhance the quality of urban life. Ten million euros will be used to create experimental tourism management systems in Venice, with a strong confrontation with the citizen’s representative associations, financial and cultural forces of the City, in order to define a strategy of common management of the tourist flows. Eight million will be used for the re qualification of Palazzo Ducale, three more for the University, to grow and invest on tomorrow’s human capital, to attract talent and to help make it possible for the new laureates to choose this territory for their life and work. The presence of two University Athenaeums (Ca’ Foscari and IUAV) and of other excellent educational bodies,

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makes it necessary to enhance the growth of their capacity to attract with talents that come not only from the National Territory, but also from Europe and the rest of the world. The strengthening of these Universities represents. For the design of infrastructures needed to solve the urgent alternative for the transit of large ships in the Basin of San Marco and Giudecca Canal. Funds will also be invested on Venice's firm grounds: 21 million euros will go towards the re qualification of the buildings and public places of important social-financial relevance and against illegality; while 3 million will be used for the urban and building re qualification at Mestre Station. The objective is to increase the security level while guaranteeing a better quality of life for the citizens and the development of these territories as touristic offers.

C.1 Adopt financial politics for the sustainability of the touristic flow in the territory

From these resources we can thus obtain the necessary funding for the investments needed to create innovated technologies to control the flows with entrance monitoring and gathering data concerning the presence of excursionist lodging.

The Town has long been thinking of a series of operations geared towards adopting tax policies that, observing the principle of contributive capacities, determine redistribution conditions of the tax loads to be used on the territory that would allow active policies in favor of the residents.

In this direction we find the application of class 8 fares for non-domestic utilities of the TARI to all those who pay the substitute tourism tax, such as the accommodation facilities where touristic rentals must be considered.

The verification is based on the premises that those who, according to L.R. dated June 14th, 2013, no.11, were managing structures with the obligation of paying tourism taxes, as they were accommodating facilities, must be framed within this fare class and not in the domestic non-resident utilities.

The application of this tax fare class tends to balance, in terms of taxes, these structures used for accommodation, with the effect of redistributing the fiscal load of the TARI, for the benefit of the residents as well.

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GENERAL OBJECTIVE: Balance the extra costs to enhance City development and valorization

SPECIFIC OBJECTIVE: Application of Class 8 TARI tax to accommodation facilities such as touristic rentals

QUICK ACTION: application of Class 8 TARI tax to accommodation facilities such as touristic rental

PROVISIONS: Cross data computerized archives of Veritas and Town of Venice concerning those who pay accommodation taxes with those who are inserted in Class 8.

The verification is based on the premises that those who, according to L.R.

dated June 14th, 2013, no.11, were paying tourism taxes, as they were accommodating facilities, must be framed within this fare class and not in the domestic non-resident utilities.

Connection with **the Mandate Guidelines 2015-2020:**

2.1 Promote financial development for the City's social and financial revitalization

Connection with the Program Guidelines Unique Document 2017-2019 approved by the Town Council by Deliberation no. 73 on 12/21/2016: **Code M14_2.1**

C.2. Proportionality of the tourist tax at holiday rental units

The tourist tax was established in 2011 by resolution of the Municipal Council No. 83 of 23-24/6/2011 pursuant to Art. 4 of the Italian Legislative Decree No. 23, 14.3.2011.

The condition for the application of the tax is an overnight stay in the accommodation facilities located within the territory of the Municipality and City of Venice. In 2014, the tourist tax rates were increased by resolution of the Special Commissioner endowed with the powers of the Municipal Executive Committee No. 340 of 25.07.2014, which called for an increase of €0.50 per night for tourists staying in 3-and 4-star hotels. The amount for each night's stay was thus increased, effective from 1/10/2014, for 3-star hotels to €3.50 and for 4-star hotels to €4.50, thereby creating the following tax-rate distribution:

star 1.00 euro/night

stars 2.00 euro/night

stars 3.50 euro/night

stars 4.50 euro/night

stars 5.00 euro/night

An amendment to the legislation was made by resolution of the Special Commissioner endowed with the powers of Municipal Council No. 64 of 01/08/2014, when peak season was expanded, as of 1/10/2014, to also include the month of December, effective from 1/10/2014, peak season was also extended the month of December, which had previously been considered low season, with the corresponding 30% reduction in price. By resolution of the Special Commissioner endowed with the competencies of the Municipal Executive Committee No. 198/2015 the tourist tax rates were adjusted to correspond with the new classification system introduced by Veneto Regional Law (L.r.V) No. 11/2013.

The salient features of the tourist tax are:

- that it should be paid by all those staying in the accommodation facilities located within the territory of the municipality of Venice;

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- it is to be applied according to the criteria of an incremental increase in proportion to the price per overnight stay;
- The rate of 5 euro per overnight stay cannot be exceeded.

It is clear from what has been indicated above that, as regards hotel accommodation, the tourist tax rates are already very compressed towards the higher end of the scale and further increases, with obvious reductions in the differences between categories, would expose the Municipal Council to possible administrative appeals, with the high probability of a negative outcome.

As regards non-hotel accommodation, some of them already apply a rating system connected to the overnight price in line with the classification of the accommodation facility as imposed by the Regional Law on tourism.

In contrast, holiday rental units (LT) and unclassified furnished apartments for tourist use (UANC), apply a single rate to tourists (offset by reductions/exemptions for particular target groups but also for regional and seasonal considerations) that is not incrementally increased in relation to the cost of overnight accommodation and the value of the property being rented.

It is considered feasible from a legal and fiscal point of view, in addition to creating greater equity overall, to also apply to these facilities the principle of incremental increases to the tourist tax rate in proportion to the price of the overnight stay.

That being said, this poses the problem of identifying a valid index of the cost of overnight accommodation in relation to each housing unit that offers tourist accommodation.

Such an index has been identified in the land registry classification of leased apartments that represents the "quality" of the property (and in that sense, it is a criteria that is already used for property taxes).

It is therefore considered appropriate to group the properties into 3 categories (for reasons of simplicity but also for a reasonable uniformity in quality among land registry categories): (4)

- Real estate classified in the land registry categories A1/A8/A9
- Real estate classified in the land registry categories A2/A3/A6/A7
- Real estate classified in the land registry categories A4/A5

Thus, what is proposed here is a tax rating system that is balanced and sustainable in relation to each land registry group:

- Real estate classified in the land registry categories A1/A8/A9, €5.00/per night
- Real estate classified in the land registry categories A2/A3/A6/A7, €3.00/per night
- Real estate classified in the land registry categories A4/A5, €2.00/per night

In order to create an estimate of the revenue resulting from the application of the rating system outlined above it is necessary to evaluate the distribution of real estate units that have been designated for tourist use.

The only possibility, using data that is immediately available (the 2014 Land Register),

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is to assume the same statistical distribution of properties within the jurisdiction of the Municipality applied to the total number of properties used for tourists.

This can be considered a reasonable hypothesis and, while not one hundred per cent precise, it does not result in any serious errors in the estimated quantification of revenue generated from the tourist tax.

Finally, in order to estimate the incidence of price reductions and regional and seasonal considerations, a reduction to the revenue yield has been applied which is proportional to what has actually been recorded by comparing the value obtained by multiplying the current rate per night as declared in 2016 and the total value of the revenue that was actually declared in 2016 (the mean between LC and UANC).

The estimate obtained indicates a total revenue from LC and UANC for the year in which the proposed rating scheme would come into force of € 2,160,000.00, compared to € 1,179,000.00, which was declared in 2016, resulting in an increase of € 983,000.00.

It is believed that the proposed scheme would be sustainable both in terms of legislation and from the point of view of equal treatment of those subject to the tax.

The scheme requires the pre-emptive update of the municipal regulation regarding the tourist tax (IDS), and therefore requires a special resolution for the determination of the proposed tax rate. The Municipal Council is responsible for changes to regulations, and the Municipal Executive Council for changes to tax rating systems. Approval must be made before the budget is approved.

Such a scheme is only applicable from the 2018 financial year; therefore it should be adopted before 31 December, 2017.

The established regulations in relation to the tourist tax states that approval of the regulation, and thus any possible modification thereof, may take place only "after hearing from the most representative associations of the owners of the accommodation facilities".

GENERAL OBJECTIVE: To balance the extra costs in order to encourage the development and enhancement of the City

SPECIFIC OBJECTIVE: To address the proportionality of the Tourist Tax at holiday rental units

ACTION: 2018 financial scheme

MEASURES TAKEN: Deliberation of the Municipal Council and the Municipal Executive Council

The estimate obtained indicates a total revenue from LC and UANC for the year in which the proposed scheme would come into force of €2,160,000.00, compared to the €1,179,000.00 declared in 2016, resulting in an increase of €983,000.00.

TIME FRAME: Any changes to regulations would only come into effect only from 2018

The tax rates must be adopted before the provisional budget, and thus any changes (including tax relief) would only come into effect from 2018

(4) Legend: A1 Stately home or up-market housing; A2 residential housing; A3 economic/social housing; A4 public housing; A5 council housing; A6 rural housing; A7 small detached houses/cottages; A8 villas/large detached houses; A9 castles, mansions of notable artistic and historical merit.

C.3 Review of Tourist Tax collection method

The development of online booking portals requiring payment in advance makes it possible to hypothesize the advanced payment of the tourist tax, in order to allow the Municipal Council to have immediate availability of cash liquidity, which would be beneficial for the management of proposed projects and measures. Currently, the tourist tax is paid by accommodation facilities every three months, causing deferment of tax revenue in terms of liquidity.

As previously noted, the world has witnessed the spread of the sharing economy, thanks to the growth of digital platforms and the willingness of consumers to use mobile applications that facilitate peer-to-peer business models. Thus, we are moving towards an economy where physical resources are shared as services. Consumers show a growing demand for services provided by the sharing economy in the hospitality, transportation and delivery sectors.

This phenomenon in the specific context of the availability of properties for short-term city breaks, a popular international tourist destination, is based on the sharing of apartments or rooms for tourist accommodation. The internet, and the various sites through which the goods are offered to tourists, is the main channel of dissemination that has made the popularity of home sharing increase exponentially. One of the main circulation platforms of the various facilities on offer to tourists is, for example, Airbnb.com, which several local governments, in various cities around the world, are trying to regulate in various ways. Tourism is one of the sectors where new models of offering products based on the logic of "sharing" have had a more widespread and economically relevant diffusion; the worldwide success of Airbnb can be considered the case in point in this regard. In just a few years, it has become perhaps the most serious competitor of traditional accommodation facilities, offering the availability of tourist accommodation that is generally cheaper and, at least on paper, more "engaging". The opportunity to be a (paying) guest in the home of a local resident is considered an element of extra value, especially by the more innovative, cost-sensitive demand segment of tourists who are looking for greater personal involvement in the places they visit.

The Municipal Council of Venice intends to initiate agreements with online portals for the reservation and brokerage of apartments and accommodation facilities in order to identify methods by which portal operators may make direct payment of the tourist tax to the treasury of the Municipality. Therefore, in order to:

- create the conditions for municipal cash liquidity;
- uncover the undeclared, or so-called "black market" accommodation offerings; through constant monitoring of what is on offer to tourists;
- share aggregate data on tourism, in compliance with the legislation on privacy;
- disseminate communication campaigns on conscientious tourism.

This issue is faced by all national and international cities with a high volume of tourists. These destinations have, on various levels, adopted different measures to try to regulate the phenomenon. In Italy, we also find ourselves in this situation and the legislator with the latest legislation contained in Decree-Law No. 50/2017 (as translated with amendments made by law 21.6.2017 No. 96) has oriented precisely in this direction. In fact, it is foreseeable that those who engage in real estate brokerage as well as those who manage telematic portals, by connecting people in search of a property with people who have flats to rent, if they increase the fees or incomes relating to the contracts or intervene in the payment of the aforementioned fees or rents, hold a 21 percent deduction on the amount of fees and rents payable to the beneficiary as tax substitutes.

Moreover, during the conversion the legislator also stated that the person who incurs the fee or the rentals, or who intervenes in payment of the aforementioned fees or rentals, is responsible for paying the residence tax referred to in Article 4 of the Legislative Decree 14 March 2011, n. 23, and the residence allowance referred to in Article 14, paragraph 16, letter e) of Decree-Law no. 78, converted, with modifications, by Law 30 July 2010, no. 122 as well as the further fulfillment of the law and the municipal regulations.

C.4 Study for the feasibility of agreements with railway transport operators

For some time, the methods and feasibility of entering into agreements with transport service operators have been discussed in order to identify forms of integration of a railway tariff system for buyers of train tickets to Venice. The tariff system can also be modulated in relation to the days of greatest tourist flows, which have been previously identified and reported.

The initiation of round table discussions with the major rail transport services operators and the Municipal Council are considered extremely useful and strategic, with the aim of offering passengers arriving at Venice Santa Lucia and Mestre train stations for tourism-related purposes certain services provided by the Municipality of Venice and its subsidiaries, in return for payment by them of a certain sum as a surcharge on the price of the train ticket.

In order to be considered feasible, any resulting agreement should include:

- Clear and detailed identification of the services made available to passengers by the Municipality of Venice and its subsidiaries in exchange for the payment of the aforementioned surcharge;
- The identification of individuals to be excluded from the scope of the application of this surcharge;

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- The provision of all necessary information to the users on the breakdown of the ticket fare, surcharge and related services rendered (including privileged booking for access to sites in the area around St Mark's Square (*Area Marciana*), maps and travel itineraries for the city, discounts on entrance fees to Venice's Civic Museums).
- The necessary identification of the managing authority for rail transport to act as the accounting officer, responsible for taking possession of and the subsequent transfer of the aforementioned tariff surcharge on train tickets to the Municipality.

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**D) INNOVATE
COMMUNICATIONS
AND MARKETING.
EDUCATE TOWARDS
RESPONSIBLE AND
SUSTAINABLE TOURISM**

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D) INNOVATE COMMUNICATIONS AND MARKETING. EDUCATE TOWARDS RESPONSIBLE AND SUSTAINABLE TOURISM

D. Innovate communications and marketing. Educate towards responsible and sustainable tourism

Similar to other sectors, tourism has also recorded the evolution of a demand that no longer merely focuses on the destination, but on finding unique and engaging settings that can transform a holiday into an experience to remember and share.

The market approach has changed profoundly, as can be illustrated by the fact that only one foreign tourist in ten comes to Italy on an organized package holiday. Furthermore, apart from planning their own trips, tourists, thanks to the development of social networks, have become reviewers and as such are able to influence the choices of other travellers.

Today, the challenge of digitisation is the real frontier of change. The viral distribution of information, the choices the traveller must make during the decision-making process and the expansion of tools of knowledge are today more than ever the principal elements of innovation and change. The abundance of data and tools available, such as those which are useful for tourist profiling by means of mobile phone usage, also allows us to better understand market orientation and how to refine marketing techniques.

Out of all users who surf the web:

- 91% booked at least one product or service online in 2015 and use search engines as their primary source to organize their holiday
- 42% use a smartphone or a tablet for reservations and general information

During the period of use (once per destination):

- 58% use online sources to evaluate activities and services
- 40% create and share new content directly

Future expectations must also recognize the fact that by 2025 "Millennials" will make up half of all travellers worldwide. (5)

In light of the analysis of the data listed above, it is clear that a **united approach** is required if we are to develop effective and innovative marketing so as to communicate the Venice brand and the entirety of its various distinctive values. This will be done, primarily, through the priority use of online tools to attract demand, by fostering the dynamic management of markets to penetrate, of products and the strategies to promote them. The marketing approach that **Venice and the Lagoon** needs to employ is distinguished and specialized, based on a portfolio of products and related targets, and on the innovative collection and analysis of tourist data.

(5) Source: Strategic Plan for Tourism 2017-2022 - Executive Summary, drawn up by MiBACT - the Italian Ministry of Cultural Heritage and Activities and Tourism.

D.1 International Year of Sustainable Tourism 2017

The United Nations General Assembly (UNGA), within the framework of the initiatives of the 2030 Agenda for Sustainable Development, has designated 2017 as **International Year of Sustainable Tourism for Development**.

This designation represents a unique opportunity to raise awareness in the public and private sectors, to inform policy makers and public opinion about the contribution of sustainable development tourism by mobilising all stakeholders to work together to make tourism a catalyst for positive change.

The concept of sustainable tourism was introduced in 1988 by the **United Nations World Tourism Organization (UNWTO)**, the United Nations agency that was specifically created with the objective of promoting and developing tourism: “Tourist activities are sustainable when they develop in such a way as to remain viable in a tourist area for an unlimited period of time, when they do not alter the environment (natural, social and artistic) or do not obstruct or inhibit the development of other social and economic activities”.(6) UNWTO defines sustainable tourism, in summary, as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.(7)

This definition must be developed in territorial and social contexts with the objectives of:

- making optimal use of environmental resources for the conservation of natural heritage and biodiversity;
- respecting the socio-cultural authenticity of host communities, protecting the intangible values that characterize their authenticity of culture, places and traditions;
- initiating virtuous processes to ensure a high quality of life in terms of employment benefits and services.

The UNWTO, of which the City of Venice is an affiliated member, was commissioned to facilitate the organisation and implementation of the International Year of Sustainable Tourism for Development.

By taking part in the celebrations promoted by UNWTO for 2017, of the various actions suggested to government agencies by UNWTO, we plan on implementing an campaign of **advocacy and awareness raising**, which is described as: “to increase awareness among all stakeholders — including tourists — of the impact of travel and

(6) The concept refers back to the more general definition of sustainable development given by the WCED (World Commission on Environment and Development) in the Brundtland report in 1987: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

(7) Cf. Making Tourism More Sustainable – A Guide for Policy Makers, UNEP and UNWTO, 2005, p. 11-12. Source: <http://sdt.unwto.org/content/about-us-5>.

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tourism on society and the environment, and how responsible travel can contribute to sustainable development” .

Another event of international importance to be remembered **is scheduled for 2018, which will be the Europe – China Tourism Year and for which Venice has been chosen as the inaugural destination.**

The Europe – China programme will focus on the specific nature of the demand and the behaviour patterns of Chinese visitors.

GENERAL OBJECTIVE: Innovate communications and marketing. Educate towards responsible and sustainable tourism
SPECIFIC PURPOSE: 2017 International Year of Sustainable Tourism for Development ACTION: sustainable tourism projects
1. Promote the global campaign of awareness raising for tourists about how to become responsible travellers at a local level Time: June 2017
2. Organize themed event/conferences along with the other principal Italian cities Time: September 2017
In connection with the guidelines of the 2015-2020 Mandate: 10.1 Tourism Management In connection with the Single Programming Document 2017-2019 approved by resolution of the Municipal Council No. 73 from December 21, 2016: Code No. M7_10.1

D.2 Improving the quality of what is on offer to tourists in the metropolitan area

Nationally, the Strategic Plan for Tourism Development 2017-2022 (PST), drawn up by the Standing Committee for the Promotion of Tourism, under the coordination of the Directorate General for Tourism of the Ministry of Cultural Heritage and Activities and Tourism – MiBACT, recognizes the **central role of sustainability**, which, in its various aspects related to the environment, the regional area, the safeguarding of heritage and assets, the socioeconomic system, culture and citizenship, is one of three overarching principles – along with innovation and accessibility (i.e. physical and cultural permeability) – and the entire system of strategies, objectives and projects of the plan itself was designed and implemented in compliance with these principles.

In line with the PST, the intention is to promote and disseminate information using a communication plan that is focused on the principles of sustainable, conscientious tourism; one which is centred on the search for authentic experiences.

To this end, the target is to **develop and strengthen the communication project #Detourism**. The basic idea is to **encourage travellers, by suggesting experiences, places and travel itineraries that are off the beaten path, to go in search of aspects of the Venice and the Lagoon area as a holiday destination that best express the unique nature of Venetian natural, cultural and artistic heritage**. The intention is to facilitate the discovery of art treasures, which are virtually unknown to the general tourist, which can be found in the palaces, gardens, churches and museums in the

area; and to promote a knowledge of traditional, handcrafted, “Made in Venice” products, such as glass, lace, gondolas, beads, fabrics, and traditional, regional sweets and deserts.

The objective is not only to encourage widespread tourism throughout the territory by promoting **awareness of decentralised destinations**, apart from those which are universally known, but also to encourage the adoption of **behaviours and styles of responsible travel that is respectful of the environment, the landscape, the artistic beauty and the values of the local community**.

Naturally, the communication project will adopt a multi-channel approach: ranging from the City of Venice’s official website for tourist information, www.veneziaunica.it, to the web magazine and newsletter, the guide/map of the city known as “Off the beaten track – the other map of Venice”, in addition to the principal social media outlets, such as Facebook, Twitter, Instagram and Pinterest, and through local tourist information offices.

Broadening of the destination beyond the historic city and promoting decentralised and slow tourism destinations

“Taking a stroll around the narrow laneways and small squares, without a set itinerary, is perhaps the most beautiful, pleasurable activity one can do in Venice”, wrote the poet Diego Valeri, in his book *A sentimental guide to Venice*. Even someone who has never set foot in the city is acquainted with the sights that make Venice famous worldwide: Saint Mark’s Square, the Rialto Bridge, the Grand Canal, but there is more to Venice than this. There are whole areas of the city waiting to be explored, far away from the places that are most traditionally visited by tourists, and which are off the beaten track.

There is no doubt that the particularly high concentration of tourist flow on the central Venetian islands, both in terms of physical numbers and over time, and a contributing factor to this is the scarcity of diversification that has been made to date in the context of the metropolitan area, where, due to the polarity between the seaside resort and the historic centre, the numerous other resources present in the territory have not been the subject of consequent development, such as the North and South Lagoon and the inland areas surrounding Venice –the Eastern Veneto as well as the central area (the Riviera of Brenta and Miranese) and the southern (Chioggia-Cavarzere-Cona) area.

The intention is to propose to visitors a number of itineraries that will allow them to discover a different side of Venice, **not only including the historical districts of the old city, but also covering the lagoon islands and extending its range towards the mainland, so that they can escape the ordinary and get off the beaten path, in the search for some of the lesser-known places, which are, nevertheless, more vibrant, authentic and representative of Venetian life**.

Project of territorial *governance* of tourism in Venice

Of the various target groups that today flock to Venice – whether they are overnight tourists, non-resident day trippers (those staying in other neighbouring cities) or local day-trippers (those residing in the greater-Venice area, i.e. within a distance of 2 hours travel time) – an immeasurable element of added value could be brought to the region through the enhancement of the tourist and walking routes within the wider metropolitan area of Venice itself, including the forts, villas, local food and wine production areas, the widespread cultural heritage and traditions, the emerged shoals of the Lagoon (*le barene*) and its fish farms, etc.

One or more of these tourist routes would require an new infrastructure and communications plan to emphasise the philosophy of **slow tourism** – a style of tourism that is slower in pace, far away from bigger places with high concentrations of tourists and capable of giving high emotional impact. There are numerous initiatives that, thanks to public-private collaboration, can be put into practice:

- Development and improvement of pedestrian/bicycle paths;
- Creation of a network of all resources throughout the territory, including through the implementation of IT tools;
- Creation of “inns” equipped with reception services that are partly free and partly to be paid for, and which are to be licensed to interested private entities.

In the planning of activities for the promotion of what is on offer to tourists, the design and implementation of multilingual promotional material (at least in Italian, English and French) is envisaged, both in the traditional paper version (off-line), which remains an important tool for marketing and the promotion of tourism, and in digital or web format (online).

In particular, as communication tools to facilitate visitor access to the destination, we will concentrate on the publication of a series of short guides that will present what is on offer to the tourist by theme or category. The Tourist Destination Management Plan for “Venice” 2016-18 (DMP) identifies 11 categories, which best expression the cultural heritage and regional area as a tourist destination, used to organise and to diversify what is on offer to tourists:

Project of territorial *governance* of tourism in Venice

1. Cultural tourism
2. Enogastronomic tourism
3. Nature tourism
4. Religious tourism
5. Sport tourism
6. Seaside/ Resort tourism
7. MICE tourism
8. Entertainment tourism
9. Events tourism
10. Wellness tourism
11. Accessible tourism

It would be impossible to consider most of these as not being within the context of the metropolitan area, both from the perspective of the management of tourist flows, as well as for the improvement of the quality of what is on offer to tourists, which affects each of the categories mentioned above. Wellness, accessibility, culture and enogastronomy (food and wine) are all overarching categories, which exceed the limited administrative boundaries.



The Lagoon Islands

The Venice Lagoon is one of the most ancient and complex examples of the relationship between human activities and natural dynamics, where the greatest concentration of cultural heritage and artistic expression can be found, layered one on top of the other, over the centuries. The site can be considered a man-made environment that demonstrates the combined work of man and nature over time under, influenced by physical constraints and environmental, social, economic and cultural opportunities.

The ancient city of Venice is part of a genuine archipelago of lagoon and coastal islands, each of unique beauty, even those that are less well-known, including Murano, Sant'Erasmus, Burano, Mazzorbo, Torcello, Lazzaretto Nuovo, Certosa, Vignole, Lido and Pellestrina, and many others; all of which are waiting to be discovered.

Exploring these small islands is an exciting, new experience: the intention here is to promote the discovery of the islands in the lagoon in a way that is “slow” and has a low impact on the local environment, with walks through the villages that will allow tourists to engage with the local community; visits to small, unusual museums; archaeological trails that recount the origins of the *Serenissima* (an old name for the Most Serene Republic of Venice) and its thousand-year history; short cycling excursions that are especially suited for families with children. Once again, for the year 2017, the beaches of the Venice Lido have been awarded the “Blue Flag”, which is internally recognized as a certificate of the high environmental standards of the sea and the coastal area, and for the high quality of excellence of the tourist facilities and the services they offer, which with each passing year makes the area an ever-more eco-sustainable holiday destination.

With a surface area of 550 square kilometres, the Venetian Lagoon is the largest wetland in Italy, and one of the most extensive areas of emerged shoals or *barene* in the entire Mediterranean. There are many different ways to visit the area: nature excursions following walking and cycling trails, pescaturism (fishing tourism), sporting activities, such as rowing and sailing, and observation of the local flora and fauna, with birdwatching as a particularly important activity. Many species of waterfowl stop over in the lagoon during the winter, and there are two natural areas, in particular, that are worth visiting: the LIPU Ca' Roman reserve, on the southern tip of the island of Pellestrina, and the WWF Oasis Alberoni Dunes, in the southern part of the Venice Lido.

The Mainland

There are also many beautiful sites to be discovered on Venice's mainland, including sites of natural beauty and important historical significance, such as the city's old defence forts, which represent a unique experience to discover a different, less well-

known side of Venice.

In fact, the Venetian mainland has a wealth of green spaces: two large urban parks and six forest, which can be visited using urban trekking trails, cycle paths and bridleways. From the old town centre of Mestre it is possible to reach these destinations using sustainable mobility, thanks to a network of pedestrian and cycle paths.

South of Mestre, overlooking the lagoon in front of Venice, San Giuliano Park is one of the largest urban parks in Europe, with 700 acres of greenery, canals, emerged shoals and lagoon. It stands on an area that was returned to Venetians after a long, important process of environmental and landscape recovery. Many sporting activities are carried out here, such as rowing, canoeing, sailing and other water sports; concerts and cultural events regularly take place; refreshment areas are available, as well as a children's play area and a skate park; there is also free bicycle rental and pedestrian and cycle paths throughout.

A short distance from the park is Forte Marghera and its environs, which are freely accessible. The fort is now a military history museum, open to the public for special events and on certain Sundays during the year, when guided tours of the museum are available.

Mestre forest encircles the residential area of Mestre for 230 hectares, and consists of former agricultural areas that have been reforested and which are gradually becoming more and more natural in appearance typical of the lowland plain woods of the region, and includes Carpenedo Woods, Osellino Woods, Campalto Woods, and the vast Querini zones which contain the Ottolenghi, Franca and Zaher woods. Within these green areas there are wetlands, recreational and cultural zones and nature trails.

The imposing system of fortification is of archaeological, architectural and scenic interest. It protected first the Republic of Venice and later the fortress of Venice for centuries. This vast defensive system, still largely undiscovered, consists of over a hundred "fortifications" of various kinds, including forts, redoubts, and battery and watch towers, scattered along the mainland, the lagoon and the coastal areas.

Project of territorial *governance* of tourism in Venice

GENERAL OBJECTIVE: To innovate communications and marketing. To educate towards responsible and sustainable tourism

SPECIFIC OBJECTIVE: To improve the quality of what is on offer in the metropolitan area

ACTION: The communication project #Detourism

1. The social media marketing campaign #Detourism;

Time Frame: starting from April 2017 and throughout the rest of the year

2. Publication of 2 issues of the Web Magazine (focus: the islands, the mainland);

Time Frame: Summer 2017

3. Publication of themed guides in Italian, English, French

Time Frame: December 2017

In connection with the guidelines of the 2015-2020 Mandate:

10.1 Tourism Management

In connection with the Single Programming Document 2017-2019 approved by resolution of the Municipal Council No. 73 from December 21, 2016: **Code No. M7_10.1**

Integrated transport ticket

A new opportunity in favour of the integration and growth of the territory and metropolitan area that will allow for new flexible mobility across the entire metropolitan territory is represented by the recent establishment of the integrated transport ticket. This new transport ticket called *Venezia Metropolitana 24* will be operational from 21 June and will consist of the possibility of choosing between various transport carriers and different means of transport, allowing travellers to arrange their journey to the numerous destinations possible however they please, all at a very affordable price.

The new integrated transport ticket *Venezia Metropolitana 24* will be valid for one day and allows the bearer complete access to the entire network serviced by AVM/ACTV and ATVO AVM for a period of 24 hours from its first validation – with the exception of the airport connection services for Venice Marco Polo Airport and Treviso Andrea Canova Airport – all with a single ticket. It will cost 28 euro for non-residents and will be provided at the special price of 20 euros for the nearly 900 thousand residents in the 44 districts in the metropolitan area of the city of Venice and the municipality of Mogliano Veneto. Tickets will be sold at all commercial outlets of AVM/ACTV and ATVO including online and mobile sites. Accompanied children up to the age of 12 will travel for free. This is a genuine family policy with no additional cost for the community, implemented without assignment or consultation, but merely with good will and great professionalism on the part of the companies involved and their employees.

Further development of this initiative will include the involvement of national railways, SFMR and regional railways.

The new single ticket for buses, coaches, trams and water transport will also be a support tool to enhance **tourist routes and day trips** in the metropolitan city of Venice (pedestrian cycle paths, widespread cultural heritage, traditions, arts and

crafts and natural resources).

D.3 Signage and information totems

Signposts are an important element in the management of tourist flows, and something which has been long underrated by previous administrations.

The reorganization of pedestrian signposts for tourists, designed to facilitate urban mobility, is fundamental and an essential precursory measure to allow for the redistribution of tourist flows that are creating increasing congestion in the historic city centre, by directing visitors towards areas that are less well-known to mass tourism and towards areas of the city that are less visited, but that are no less interesting. As a consequence, these areas will be enhanced, and the traditional tourist traffic jams in the Marciana (St Mark's Square) and Rialto areas will be avoided. On the other hand, it is also crucial that tourists receive clear and unambiguous information before arriving in the city centre, thus it is essential to set up a system of signage at the entry points to the municipal territory (Piazzale Roma, Railway, Tronchetto, Terminal Fusina, Riva degli Schiavoni, San Giuliano, Marittima, the Airports, highway exits, Chioggia, Punta Sabbioni, ZTL and any new entry points) as well as in the metropolitan area of the city itself.



The present situation:

The Municipal Council has adopted the Municipal Regulation for the Directional Signage of the Historic City Centre, approved by City Council Resolution (D.C.C.) No. 141 of 08/07/96.

In 2004-2005, the project "Piazza San Marco World Heritage Site" involved the positioning of exhibition-information totems (the project included the collaboration of the Superintendent of Fine Arts and Landscape of Venice and the Lagoon, the City of Venice,

the Civic Museums of Venice, the local police, the Municipality of Venice, the Procuratoria of St Mark's Basilica and St Mark's Square Association).

In addition to a map of the location and a description of monuments in 4 languages (Italian, English, French and German) they contain information on actions that are prohibited (e.g. walking around in swimwear or bare-chested; damaging, defacing or defiling property; sitting outside areas being used or stopping in said areas to consume food or beverages; discarding or leaving behind rubbish; the use of bicycles, roller skates or similar means of transportation, playing sports activities or games that are dangerous or cause annoyance; the use of any device or instrument with the sound at a high volume). The serigraph prints were restored in March 2017. Smart systems should be adapted in order to transmit constant information and updates to tourists, including indications regarding the rules of decorum.

Project of territorial *governance* of tourism in Venice

In 2007, the Director General (pg. 2007/468091/fs) appointed a working group that includes members from the offices and departments of Tourism, Planning and Execution of Works, Mobility, SUA0 (OSS), the Territory of Venice, Building Works, the local police, National Heritage, Cultural Assets and Activities and Water Mobility to provide a Signage Plan (“The reorganization of the signposting for the major urban routes in the historic town centre”) with the aim of unifying the signage in the historic town centre into a coherent system, essential in order to redistribute tourist flow and reduce overcrowding along the main routes, allowing tourists to easily reach places that are less well-known but worthy of interest.

The plan is divided into three categories:

- A) the larger principal routes, linking the places traditionally visited in the historic city centre
- B) itineraries of tourist-cultural interest
- C) signposts indicating the location of facilities and services of public interest subdivided into:
 - C1 museums, libraries, institutions, associations
 - C2 public services: hospitals, universities, sports facilities, public offices.

The plan, which aimed to identify a number of large urban routes to connect the major urban centres, has not yet been completed, nor for that matter, were further changes to the Municipal Regulation expected.

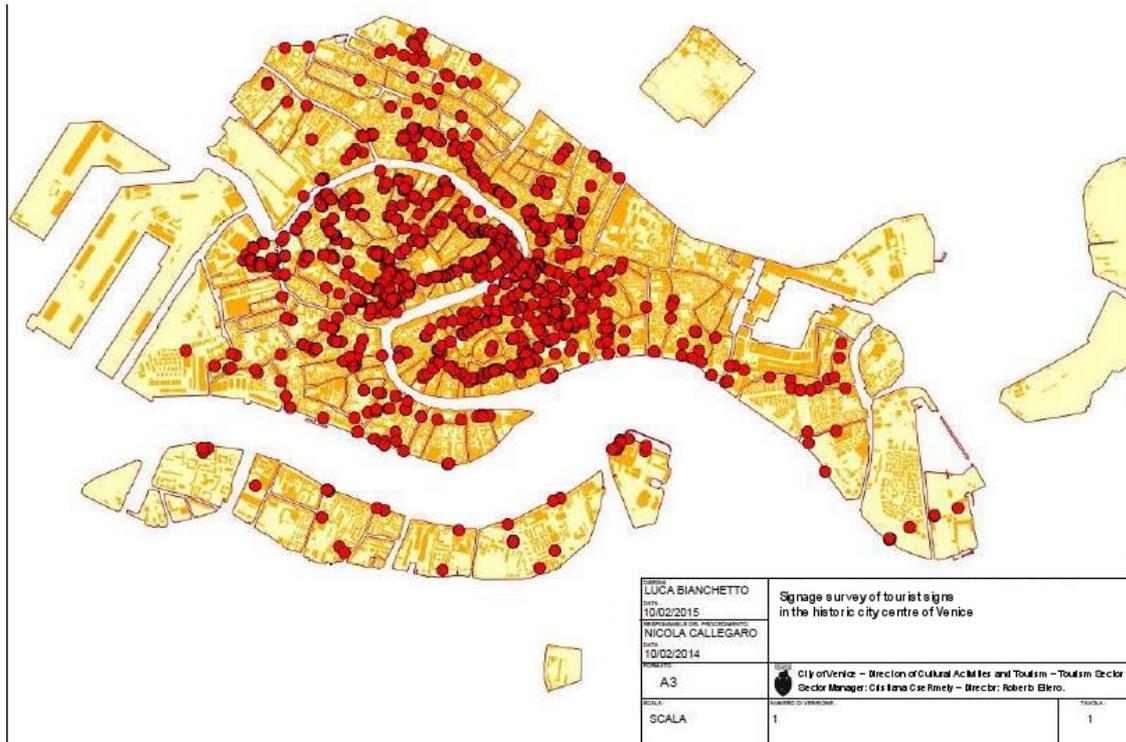
Subsequently, in 2011, the project for the “redevelopment of the road network in Piazzale Roma to safeguard pedestrian mobility and safety” was implemented, which has led to the current layout of Piazzale Roma.

Finally, as it was deemed necessary, before intervening in any way, to be aware of the current state of the signage in the area, in 2013-14, the Tourism Offices of Venice carried out a census of the existing pedestrian tourist-information signs in the municipal territory (the historic city centre, the main areas of Mestre, Giudecca, Lido and Pellestrina, Murano, Burano, Torcello and Sant’Erasmus), georeferenced on a digital map.

Several outdated or unauthorized signs were discovered, that have become meaningless over time, sometimes placed illegally by people who had an personal interest in hijacking the flow of tourists in one direction rather than another.

In general, **the census included over 1,100 different signs, including both directional signposts (yellow arrows) and informative signs, which were obviously focused mainly along the main tourist routes.** The state of affairs illustrated by the census indicates a sector that is confusing, and made up of many layers over time, where signs are constantly being added, but never removed or arranged in a rational way.

Project of territorial *governance* of tourism in Venice



In January 2015, 43 signs indicating obsolete tourist routes were removed.

Therefore, it is considered necessary to make technological and organizational innovations to directional signage in the city, linking it to the redistribution of tourist flows and the enhancement of lesser known areas, sites and buildings, while simultaneously proceeding with the removal of obsolete signs, which over the years have been layered one on top of the other and are no longer functional, and illegally placed signs.

Project of territorial *governance* of tourism in Venice



Project of territorial *governance* of tourism in Venice

Furthermore, it is also necessary to begin the process of revising the current “Municipal Regulation for directional signage in the historic city centre” (approved in 1996), through an intermanagerial working group that will include members from the offices and departments of Tourism Management, Planning and Execution of Works, Mobility, SUA0 (OSS), the Territory of Venice, Building Works, the local police, National Heritage, Cultural Assets and Activities and Water Mobility that will also be entrusted to devise a new signage system that takes into account the possibilities offered by the most advanced and innovative technologies available to organise “intelligent” signage capable of displaying variable messages in a suitable design and style that will fit in with the urban context and that can be controlled from a Smart Control Room to can give directions and indications in real time.

In conclusion, it is necessary to think of an orientation and communication system, studying the technological integration between physical media and mobile devices, in order to obtain a network of tourist signs that are smart, advanced, multilingual and both online and offline, which are fundamental for many purposes: **to redistribute tourist flows, to improve safety** and circulation in areas of the city centre, and also to **enhance certain metropolitan areas**. New technologies (RFID, NFC, QRCode, iBeacon) would easily allow for traditional printed signage to be crossed with digital forms, and as a consequence this would permit access to specific areas to be **traced**, resulting, for example, in the collection of useful feedback on the most visited places.

New technologies allow the city to be interacted with in a technological way, promoting alternative and decentralized routes through the city, with tourist itineraries that can divert the tourist away from the more traditional paths, overturning the cliché generally found on tourist signs (“the shortest way to reach”) and exploiting the contradiction, for example: a longer, more difficult, more secret route.

Such a system would correspond to “an additional strategic interpretation of this issue that consists in focusing on a vision of an accessible city, first and foremost for its residents, that also becomes a hospitable place for tourists, by the across-the-board integration of tourist industries and tourists themselves using languages and codes of universal communication, along the lines of the development of smart cities and the better use of communication on various levels between local government and citizens”.(8)

(8) Strategic Plan for Tourism 2017, p.46.

Project of territorial *governance* of tourism in Venice

GENERAL OBJECTIVE: To innovate communications and marketing. To educate towards responsible and sustainable tourism

SPECIFIC OBJECTIVE: Signage and information totems

ACTIONS: Reorganisation and upgrade of signage

MEASURES REQUIRED: Resolution of the Municipal Council to revise the current “*Municipal Regulation for directional signs in the historic city centre*”. A working group needs to be assembled that will include the Office for the Development and Promotion of the City and the Protection of Traditions, the Office of Services to Citizens and Enterprises, the local police, the Financial Department, the Water Mobility Office and the Department of the Superintendent

Initiate the removal of outdated signs and/or illegally placed signs

Analysis of an integrated system of orientation, communication and tourist signs, in preparation for the technological integration between physical media and mobile devices, and the linking-up of the tourist routes through the city with these signs

In connection with the guidelines of the 2015-2020 Mandate:

10.1 Tourism Management

In connection with the Single Programming Document 2017-2019 approved by Resolution of the Municipal Council No. 73, December 21, 2016: **Code No. M7_10.1**

D.4 A Forts network

The existence of Venice’s network of fortifications is something that few people are aware of. They constitute an extremely valuable group of buildings that for decades had been reserved exclusively for military use, and consequently remained almost completely unknown. Now that most of these structures have been abandoned by the military authorities, it is possible to convert them into areas dedicated to culture and tourism.

The oldest fortified buildings were constructed by the *Serenissima* (Republic of Venice) in the late-sixteenth century, in order to block access to the lagoon. The fortifications witnessed their greatest period of development at the end of the eighteenth century and throughout the nineteenth century, when they played an important role in the uprisings of the *Risorgimento* (the Unification of Italy).

In the summer of 1848, 2,500 volunteers from the Republic of Manin courageously stood their ground when Marghera Fort was besieged by 30,000 Austrian soldiers. This is the oldest and most impressive of the forts along the fortified encampment zone of Mestre, which occupies more than forty acres. A star-plan fort, it was the first fortified structure built for the defence of Venice and its arsenal against attacks by land and represents the central hub of the fortifications. In addition to the forts on the mainland, there are also those of the lagoon, which were supported by the so-called ‘Octagons’ of the *Serenissima*.

The redevelopment of the most dilapidated and isolated parts of the city, the outlying areas, wastelands and abandoned areas is an issue that is connected not only with safety, but also to the general issue of the authenticity and integrity of urban contexts: the belief is that thanks to urban and environmental redevelopment, the revitalization of the socio-economic fabric and the improvement of suburban zones, particularly industrial ones, we can grow, expand and redevelop the large urban centres, with a view to economic development,

financed using resources that were subsequently made available.

The system of territorial relationships that is created between all the fortified structures of the territory and the urban built environment, which they had been built to defend, represents an important subject of interest that is already present in other countries and something which is **also booming in the Italian tourism industry**.

For a territory like Venice and its hinterland it may even be considered an innovation; today, in fact, the fort system of the fortified encampment zone of Mestre, second in complexity and size to that of Rome, is something that is entirely unknown to tourists and that may become strategic for a new type of evolved and conscientious non-mass tourism.

In line with the objectives of reclamation and usability over time by the public of the Venetian forts, the intention is **to bring together the cultural offerings and the activities that are organized** by various institutions (associations, cooperatives, foundations, etc.) that will “populate” the forts and the buildings of the former fortified encampment on the mainland with a **coordinated communications plan to expand the historical-cultural offerings** by opening them up to visitors/tourists so as to decongest the historic city centre and create new opportunities in the area.

This is with reference not merely to a shared calendar, but a real Communications Plan that defines, describes and schedules communications in detail, including: target audience, strategies, objectives, activities and deadlines for communications. Through the implementation of a communications plan that is integrated, coherent and coordinated in every aspect, it will be possible to pursue a number of objectives:

- The support of local initiatives with a view towards subsidiarity;
- The transformation of abandoned places into places of cultural production;
- Tourism and cultural promotion of the mainland;
- Improvement of the historical local heritage of the forts.

The fortified encampment of Mestre is a system of 12 forts that were built to protect the city of Venice. Recognising their strategic importance for the development of the city, the Municipal Council has, for some time now, started the process of acquiring the principal forts in order to ensure their complete reclamation and usability over time by the public. The management of some forts has been entrusted to various associations that organise numerous initiatives throughout the year. Currently the target group of these initiatives is principally (if not exclusively) the local population.

Project of territorial *governance* of tourism in Venice

GENERAL OBJECTIVE: To innovate communications and marketing. To educate towards responsible and sustainable tourism

SPECIFIC OBJECTIVE: Forts network project - Coordinated communications plan **ACTION:** communication plan

The creation of a coordinating round table group with existing stakeholders

Preparation of a Communications Plan: - objectives - target - strategies - activities

Creation of a timetable of coordinated actions and activities – monitoring of results

In connection with the guidelines of the 2015-2020 Mandate:

1.1 To increase the citizens' sense of safety, in their own homes, in their own neighbourhoods, on the streets, in parks and in all public places.

1.1.4 The reorganization of the municipal police force to ensure their presence in the municipal area 24-hours a day, and the revision of Local Police Regulations.

In connection with the Single Programming Document 2017-2019 approved by Resolution of the Municipal Council No.73 from December 21, 2016: **Code No. M3_1.1.4**

D.5 Network of UNESCO sites in the Veneto region

In the strategy to implement sustainable tourism, “with the aim of identifying useful solutions to mitigate the impact of tourism in terms of the protection and preservation of cultural and landscape resources and to try out instruments of sustainable management of the use of the latter, as well as integrating the City with what is on offer in the wider regional territory” (State of Conservation Report submitted following the World Heritage Committee Decision 40 COM.7B.52, p. 37) we aim to foster the development of slow and sustainable tourism, which takes visitors away from the busiest areas of the city, to spread knowledge of the rules of eco-etiquette for city of Venice. See State of Conservation Report (ibid., p. 39) with the proposed travel itineraries for the UNESCO sites in the Veneto region.

We believe that it would be possible to create a virtuous cycle with the UNESCO World Heritage sites in the Veneto region, which may be also subject to preferential agreements with the sites themselves, and thus allowing for a qualified and deferential offer, combining the tourist economy with landscape conservation, the memory of places, local culture and the environment. (ibid., p. 38). In fact, in the Veneto region already are inscribed in the World Heritage List the following properties:

- The Dolomites
- The Botanical Garden of Padua
- Verona
- Vicenza and the Palladian villas
- The Alpine prehistoric pile-dwelling settlements (Peschiera del Garda, Tombola, the Coastal Lake at Arquà Petrarca)

Project of territorial *governance* of tourism in Venice



In addition, synergy could also be developed between the different territories in the region to promote the development of slow tourism that is devoted to the discovery of historical and geographical identities they have a common link with Venice.

In this context of the Veneto, a special interest has already been expressed recently with the Adriatic Twinning ceremony and the “Osella d'Oro della Senza 2017” award which saw the involvement of the Mountain Community of Valle da Agordo. This event took place as a sign of the integration between Venice and its regional territory that, as far as its sense of identity is concerned, stretches as far as the Dolomites, from which Venice receives water, iron and timber.

Venice and its brand also look on the Dolomites as a unique area that stretches from the lagoon all the way up to the mountains.

GENERAL OBJECTIVE: To innovate communications and marketing. To educate towards responsible and sustainable tourism

SPECIFIC OBJECTIVE: The potential creation of a network of UNESCO sites in the Veneto region

ACTION: To initiate a coordinating round table group

Creation of a coordinating round table with UNESCO sites in the Veneto region

Preparation of a Communications Plan: - objectives - target - strategies - activities

Creation of an travel itinerary that includes the various institutions

In connection with the guidelines of the 2015-2020 Mandate:

1.1 To increase the citizens' sense of safety, in their own homes, in their own neighbourhoods, on the streets, in parks and in all public places.

1.1.4 The reorganization of the municipal police force to ensure their presence in the municipal area 24-hours a day, and the revision of Local Police Regulations.

In connection with the Single Programming Document 2017-2019 approved by Resolution of the Municipal Council No. 73 from December 21, 2016: **Code No. M3_1.1.4**

D.6 Projects of cultural significance on the mainland

Cultural activities in Mestre are concentrated in three principal municipal areas: the Candiani Cultural Centre, the Toniolo Theatre and the M9. In addition to these three contexts, a myriad of minor, private organisations operate in the area that offer a rich programme of events, which are mostly musical and theatrical in nature.

The Candiani Cultural Centre dedicates a large part of its activities to photography (exhibitions, conferences and workshops), music (contemporary jazz and ethnic music concerts), contemporary and experimental theatre, cinema, and visual and figurative art exhibitions. A large portion of the programming is dedicated to children and young people, and conferences, book presentations, courses and seminars are held daily.

Since the end of 2016, it has hosted *Corto Circuito* (short circuit), the exhibition activities of the Civic Museums Foundation dedicated to conferences and to the comparison between ancient, modern and contemporary art.

The Toniolo Theatre presents a rich calendar of events every year devoted to prose, dance, comedy and classical music. The Momo Theatre, the Aurora Theatre and, soon, the Park Theatre, completes the offerings available to younger audiences with performances and workshops for children and teenagers. In this context, the work of the Metropolitan Youth Orchestra is particularly relevant that, in collaboration with the Amici della Musica of Mestre, brings together and coordinates an orchestra of one hundred young musicians from the music schools of the metropolitan city area. The new Hybrid Tower skyscraper is in the process of establishing a musical youth centre with rehearsal rooms and musical education conferences. The Municipality is committed to supporting the creativity of young people, with grants available to finance urban regeneration projects structured around cultural activities and businesses.

The Forts of the fortified encampment zone of Mestre represent other important catalysts for cultural events and places of cultural production. Above all others in this regard is Fort Marghera, where the eponymous Foundation operates with the mandate to enhance its monumental heritage and to coordinate the activities of institutions such as the Academy of Fine Arts (which produces the scenery for La Fenice Theatre), the Biennale and some private cultural enterprises that operate in the field of dance, contemporary theatre and electronic music.

The fledgling museum M9 will offer permanent and temporary exhibitions devoted to the history of twentieth-century Italy.

All these initiatives must be designed to integrate with tourism policies so they can be enjoyed by the entire municipal territory.

Project of territorial *governance* of tourism in Venice

PART 3:
FIRST STEPS TO TACKLE
THE CRITICAL ISSUE OF TOURIST FLOWS

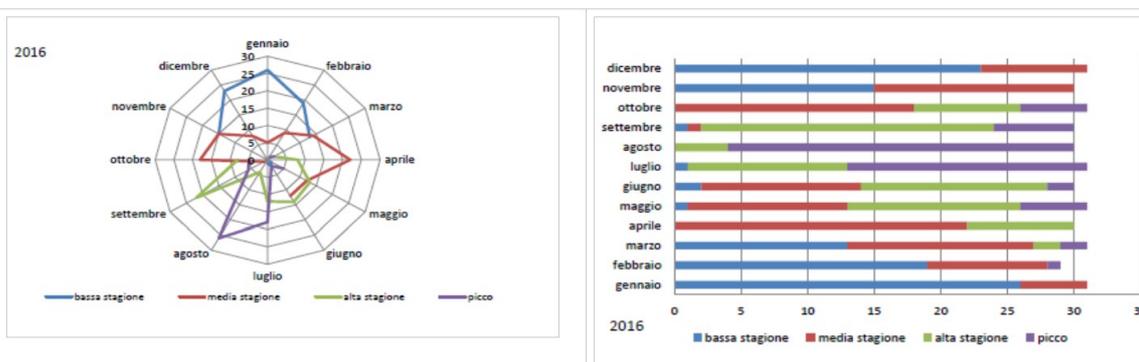
SUMMER 2017

1. Analysis of historical data for the reference year 2016 – Tourist Bulletin

The coming months will be the most affected by the critical issue of tourist flows, as confirmed by the historical data available on tourist presence in the city.

The analysis of the historical data available according to information regarding mobility and transport services, as well as the first-hand experience of recent years, indicate the need to prepare **certain immediate solutions to tackle this critical issue identified in the study.**

The charts below demonstrate the data on the **daily presence of visitors, inferable from the AMV data processing sources on public transport, car parks, automatic people movers and ztlbus.**



Source: AVM data processing on public transport, car parks, automatic people movers and ztlbus

From the relative data on daily visitor presence in the year 2016, spikes in presence can be seen (over 115 thousand people) on days that coincide with:

- Saturday 7 May: Festa della Sensa
- Friday 27 May
- Saturday 28 May: opening of the 15th International Architectural Exhibition
- Saturday 6 August
- Wednesday 10 August
- Thursday 11 August
- Saturday 13 August
- Sunday 14 August
- Thursday 18 August
- Friday 19 August
- Saturday 10 September
- Sunday 30 October

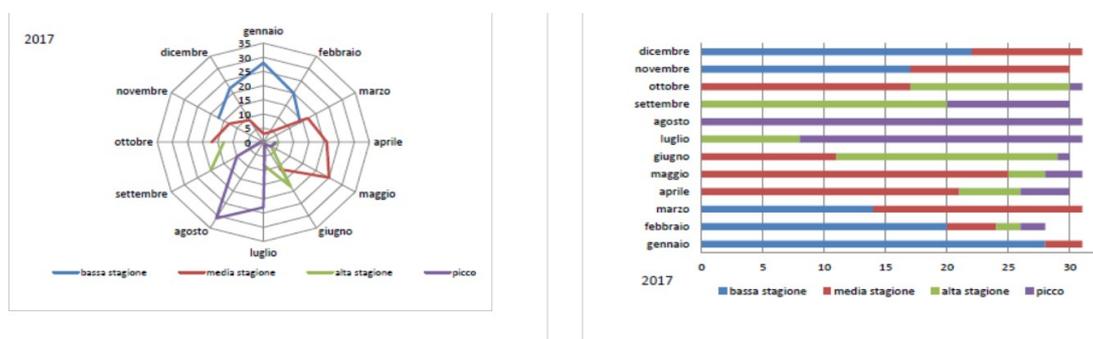
It should be noted that during this time period, **in 2016, there was over 120 thousand people present on 28 May** (coinciding with the opening of the 15th International Architecture Exhibition of the Venice Biennale), **11, 14 and 18 August and 30 October.**

What also emerges is the fact that the number of **visitors over the course of the week shows an increase between Friday and Sunday, and a decrease on weekdays.** The weather factor has a notable affect on the trend of individual days, even though from the second half of July to the beginning of the second half of August the volume of tourists is constantly high and continuous in nature, with over 100 thousand

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visitors on average everyday.

The charts below indicate the estimated number of visitors in 2017, where the weather factor has not been taken into consideration.



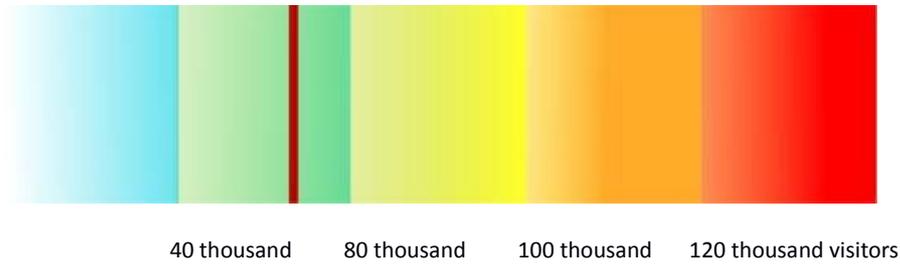
Source: AVM data processing on public transport, car parks, automatic people movers and ztlbus

The first steps in this start-up phase should be oriented towards **solutions that are devised, first and foremost, to deal with the most critical days.**

The actions to be pursued for the management of critical periods apply to three areas:

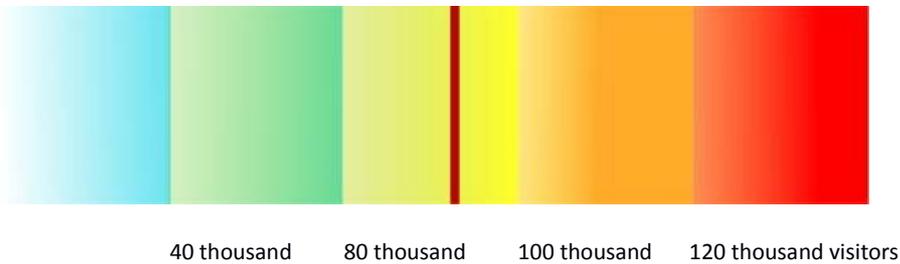
- **the intensification of territorial checks** by local police officers, possibly assisted by **specialty educated and trained operators**, in order to regulate and supervise the territory in different ways: the deviation of visitor/tourist flows; information on, transmission and distribution of rules of behaviour; checks aimed at combating abusive action and indecorous behaviour, and in favour of urban cleanliness and maintenance. Therefore, the system of checks is not only aimed at improving, but also at safeguarding the city;
- the initiation of an **intense and extensive communications campaign to inform tourists** of the days with the greatest influx of visitors, identified according to the previous reference years (2015 and 2016). In order to achieve maximum dissemination of these communication campaigns specific agreements should be undertaken with beach resorts and accommodation facilities on the Veneto, Friuli and Romagna coast. Another element to be taken into account in the planning, and consequently the management of tourist flows that coincide with the busiest days consists of weather forecasts: this variable has a significant affect on the choices of distributing these flows in regards to daily presence;
- the initiation of a **widespread behavioural and educational information campaign** to be developed **through all possible channels**: social, web, various information points, piers, trams, buses, railway stations, etc. as well as through the persons responsible for managing tourist arrivals.

Proposed Tourist Bulletin



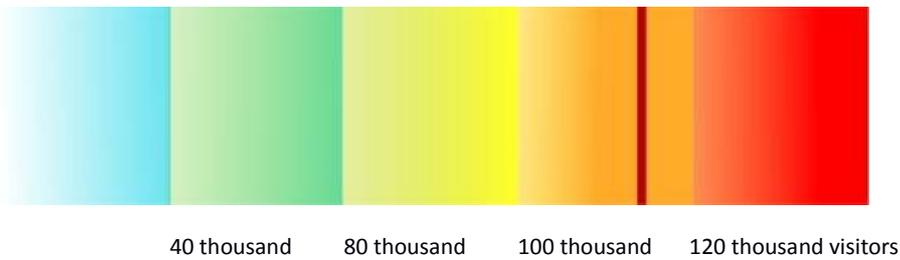
Daily visitors expected between 40,000 and 80,000

MESSAGE 1: behavioural and educational information campaign



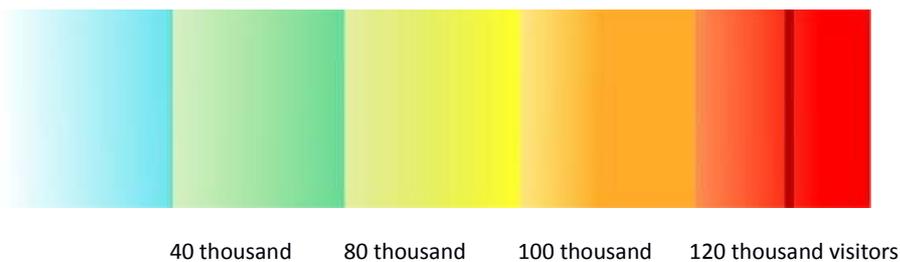
Daily visitors expected between 40,000 and 100,000

MESSAGE 2: information campaign on alternative attractions, travel itineraries and slow tourism



Daily visitors expected between 40,000 and 80,000

MESSAGE 3: alert information campaign about the possible overcrowding of the city



Daily visitors expected over 120,000

MESSAGE 4: information campaign concerning the implementation of a quota system

for tourist flows.

In order to ascertain the number of visitors in the city access points a people counting system will be created that, in this phase, will be entrusted to equipment that best meets the need for precision, completeness and immediacy of data, as well as giving information and various type of possible analysis of the data itself (so-called “intelligent” cameras that are able to count the number of people present in a precise area, or big data obtainable from the telephone cells).

People counting in real time will be aimed at the advanced planning of the days of greatest tourist flow. The collected data, combined with historical data reported in previous years, will be linked to the days that are likely to present peaks in terms of tourist arrivals and their presence in the city (coinciding with demonstrations, events of international media coverage, national holidays and local festivals or simply days of particular influx during the central period of the summer season).

2. First actions: Summer 2017

The following is an overview of the actions that the Administration intends to launch as a priority starting from early Summer months of 2017.

Monitoring and controlling access and movements within the city also to improve its safety

One of the first actions that we intend to implement is **Data Collection on telephone locations** in order to acquire information from the main telephone providers on the number of visitors and their profiles. With telephone locations it is possible to **study behaviours through the data collected from moving SIM cards (differentiating between day-trippers and tourists staying overnight)**. Reports are very interesting and appear extremely useful to manage resources and in general for policies of territory control and safety. Information thus acquired, ranging over several directions, may allow multiple analysis, studies and planning of administrative measures

GENERAL OBJECTIVE: Managing resources

SPECIFIC OBJECTIVE: monitoring, controlling entry to the city also with the aim of making it safer.

ACTION: Data collection on telephone locations

STEPS:

City Government decision

competitive procedure to select a supplier TIMETABLE: **testing phase to be decided** FUNDING: Pact for the

Development of Venice

Link to the Terms of Office 2015– 2020:

1.1 Increase the citizens’ feeling of security, in their homes, in their neighbourhood, on the street, in the parks and in all public places.

Link with the 2017 2019 Single Programming Document– approved with City Council decision n.73 of 21 December 2016: **Code M3_1.1**

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Another option always in reference to monitoring actions that could be implemented in this first phase is **installing people-counting cameras near strategic areas** such as Constitution Bridge, Scalzi Bridge, beginning of Rio Terà Lista di Spagna, Fondamenta Nuove, and around bridges over Rio Novo such as Santa Chiara Bridge, Prefect Bridge, Tre Ponti Bridge and/or **physical control systems such as turnstiles** at arrival and departure points of the lanchioni Gran Turismo.

Already installed fixed cameras, in the San Marco Area, also allow for density estimates of people in a specific space.

GENERAL OBJECTIVE: Managing resources
SPECIFIC OBJECTIVE: monitoring, controlling entry to the city also with the aim of making it safer.
ACTION: Installing people-counting cameras
STEPS: identification of the choice through a Council Act and initiation of a tendering procedure for buying-in of cameras
TIMETABLE: Starting August 2017
FUNDING: Pact for the Development of Venice
Link to the Terms of Office 2015– 2020: 1.1 Increase the citizens' feeling of security, in their homes, in their neighbourhood, on the street, in the parks and in all public places. 1.2 Fighting degradation and revitalising Venice 1.2.2 Strengthening of the interforce headquarters, for a coordinated control of the territory, where all CCTV cameras converge for continuous surveillance and prompt deployment of emergency response teams, also through adopting so-called "Smart Systems" 10.1 Tourism Management. Link with the Single Programming Document approved with City Council decision n.73 of 21 December 2016: Code M3_1.1 - M3_1.2.2 - M7_10.1

Coordination of Control and Security Functions

In the previous pages we analysed the importance of territory control in managing the challenges of the tourism phenomenon, not just in terms of urban decorum and behaviour but increasingly for security purposes.

One of the most efficient modalities of **solution could be found in hiring security staff during the Summer period to manage emergency challenges of tourism.**

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GENERAL OBJECTIVE: Managing resources

SPECIFIC OBJECTIVE: Coordination of Control and Security Functions

ACTION: A public-selection procedure to find 100 seasonal local Police agents

STEPS:

Public notice and execution of competitive procedures

TIMETABLE: June 2017 start of the competitive procedure, hiring by July

Link to the Policy Terms of Office 2015-2020:

1.1 Increase the citizens' feeling of security, in their homes, in their neighbourhood, on the street, in the parks and in all public places.

1.1.4 Reorganisation of the City Police to ensure its presence on the ground 24/7 and review of Local Police Rules.

Link with the 2017 2019 Single Programming Document– approved with City Council decision n.73 of 21 December 2016: **Code M3_1.1.4**

Together with these actions, mention should be made of the opening of a competitive procedure aimed at hiring local police agents, which was already launched by City Council decision of 30 January 2017.

GENERAL OBJECTIVE: Managing resources

SPECIFIC OBJECTIVE: Coordination of Control and Security Functions

STEPS: Following the start of a public notice to identify 70 local police agents, completion of a class C1 competitive procedure pursuing City Council decision of 30 January 2017.

Three-year planning of staff requirements.

Link to the Policy Terms of Office 2015-2020:

1.1 Increase the citizens' feeling of security, in their homes, in their neighbourhood, on the street, in the parks and in all public places.

1.1.4 Reorganisation of the City Police to ensure its presence on the ground 24/7 and review of Local Police Rules.

Link with the 2017 2019 Single Programming Document– approved with City Council decision n.73 of 21 December 2016: **Code M3_1.1.4**

Review of Local Police Rules

Also in view of the overall control and security objective, the next review Local Police Rules aims at tightening sanctions for violations regarding propriety and opening times for commercial businesses. That will be implemented after a Council decision to amend the regulatory text.

A comprehensive amendment of the whole regulatory body through a City Council decision should be immediately implemented also pursuing the provisions of conversion law of Legislative Decree n. 14/2017 on urban safety.

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GENERAL OBJECTIVE: Managing resources
SPECIFIC OBJECTIVE: Coordination of Control and Security Functions
ACTION: review and amendment of Local Police Rules
STEPS: Council decision to tighten sanctions 10 and 23 of the Local Police Rules regarding propriety and opening times for commercial businesses also pursuing the provisions of conversion law of Legislative Decree n. 14/2017 on urban safety. Council decision for the amendment of the whole regulatory body
TIMETABLE: launch of the amendment procedure by Summer 2017
Link to the Terms of Office 2015– 2020: 1.1 Increase the citizens’ feeling of security, in their homes, in their neighbourhood, on the street, in the parks and in all public places. 1.1.4 Reorganisation of the City Police to ensure its presence on the ground 24/7 and review of Local Police Rules. Link with the 2017 2019 Single Programming Document – approved with City Council decision n.73 of 21 December 2016: Code M3_1.1.4

We are also considering offering **another mode of payment for propriety sanctions**, by debit card, in addition to ordinary payment modes **by POS available to different subjects responsible to control and supervision.**

Actions to contrast sea waves and to ensure safety of water movements

Other immediate actions to be implemented concerns safety of water movements. In order to increase the effectiveness of preventive actions by Navigation Services, and considering the intensification of water traffic in connection with the coming Summer season, as well as following up on actions safeguarding security and propriety, special organisational provisions are to be adopted to ensure better surveillance over professionals on board ships, who outside their booth must monitor improper behaviours by users and, when necessary, intervene in the event of abnormal behaviour.

When not engaged in specific legally required duties along the Grand Canal, in the stretch between the train station and the confluence with San Marco basin, following communication to the switchboard, they will ensure to stop at their own discretion, and stand inshore. The vessels’ pilot shall remain on board, while the remaining crew will go ashore, position themselves in a clearly visible way, and implement effective observation and prevention measures.

Failure to secure and maintain the boundary system of the waterways in the section of the lagoon under state jurisdiction constitutes an emergency with regard to public safety and public/private navigation safety.

This boundary system of the waterways is made up of “bricole”, i.e. wooden poles partly submerged in water for the part fixed to the lagoon sub-stratum, and partially emerging over water level: “bricole” are also used as support for posting signs relating to maritime code.

When these elements are deteriorated, the bricole tend to break, mainly due to the wood rotting in the part most affected by the natural fluctuation of daily tides; as a

Project of territorial *governance* of tourism in Venice

consequence, there are in the lagoon floating bricole, and parts of bricole submerged in water and fixed to the ground.

The boundary system of the waterways is therefore incomplete and defective in the points where the bricole are broken.

This undoubtedly constitutes a hazard for both public and private navigation, for the vessels' crew as well as the vessels, with a serious risk of potential accidents due to impact with floating bricole, with bricole submerged and fixed on the lagoon substratum, and finally for the lack of continuity in the delimitation of waterways.

In the section of the lagoon under State jurisdiction, including a "bricole" boundary system of the waterways made up of about 5.000 elements, the Venice prefecture has repeatedly communicated and represented to the Ministry of Infrastructure and Transport, the Ministry of Environment and the Ministry of the Interior (prot. n. 57061 of 09/12/2014, prot. n. 68508 of 14/12/2015, prot. n. 58506 of 03/11/2016) the report of the conclusions of technical Civil Defence meetings: particular consideration has been repeatedly given to the difficulties encountered by the Technical Bureau for the Conservation of Venice of the Inter-Regional Public Works Department in implementing "*a continuous maintenance of the bricole system due to lack of adequate financial resources*", urging an evaluation by the Ministries involved with regard to the state of potential and actual danger for navigation safety and to safeguard public safety.

GENERAL OBJECTIVE: Managing resources

SPECIFIC OBJECTIVE: Coordination of Control and Security Functions

ACTION: Urging the State (ministries involved) to provide skills and resources, after consulting with the Prefecture, the Inter-Regional Public Works Department and other institutions participating in the technical meetings organised by the Venice Prefecture.

TIMETABLE: Summer 2017

Link to the Terms of Office 2015– 2020:

1.1 Increase the citizens' feeling of security, in their homes, in their neighbourhood, on the street, in the parks and in all public places.

Link with the 2017 2019 Single Programming Document– approved with City Council decision n.73 of 21 December 2016: **Code M3_1.1**

Actions in support of residents

Within the scope of the above mentioned actions in support of residents, the following may be considered to be implemented immediately:

Drafting specific amendment/revision resolutions to the town planning rules.

In the Administration's resolve to protect residents, the aforementioned variant urban resolution no.25 of 15.6.2017 adopted by the City Council must be read. The deadline for publication is 30 days for submitting observations. Upon the expiry of this deadline, the variant must be approved by the Municipal Council.

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GENERAL OBJECTIVE: Protecting residents
SPECIFIC OBJECTIVE: reviewing town planning rules in favour of residents
ACTION: review of local town planning rules regarding: usage, accommodation services, planning new accesses to the City
STEPS: - Council resolutions following examination by the City Government
TIMETABLE: procedures to be launched June 2017
Link to the Terms of Office 2015– 2020: 2.1 Promoting economic development for the City's socio-economic revitalisation Venice should remain the world heritage city by definition, a natural crossroads between North and South, between East and West, a bridge to the Mediterranean along the main European passageways. Favouring sustainable investments on the port, airport and other sectors, like tourism and logistics 9.1 Guaranteeing the utmost quality of natural environment and landscape, one of the most important indicators of life's quality 10.3 Overcoming the residents-tourists imbalance. Link with the 2017 2019 Single Programming Document – approved with City Council decision n.73 of 21 December 2016: Code M14_2.1 - M10_7.1– – M10_7.2– M9_9.1 - M7_10.3

Demanding legal provisions for tourist rentals

Demanding legal provisions disciplining tourist rentals from the State and Regions according to the different legislative competences.

GENERAL OBJECTIVE: Protecting residents
SPECIFIC OBJECTIVE: Demanding amendments of the legal provisions for tourist rentals
ACTION: on the one hand, demanding legal actions by the State on tourist rentals (if necessary, could be specific for Venice) on the other, urging the Veneto Region to review Law n. 11/2013 in the part disciplining Tourist Rentals, and to improve the necessary paperwork.
STEPS: Request for state intervention City Council deliberation of a city legislative proposal These action must be preceded by appropriate technical worktables with the respective relevant subjects.
TIMETABLE: start of Council procedures by end of Summer 2017 for the deliberation of a city legislative proposal to request the amendment of Regional Law 11/2013
Link to the Terms of Office 2015– 2020: 2.1 Promoting economic development for the City's socio-economic revitalisation 2.1.2 Drafting update proposals of the special law on the Conservation of Venice to ensure its applicability 10.3 Overcoming the residents-tourists imbalance. Link with the 2017 2019 Single Programming Document – approved with City Council decision n.73 of 21 December 2016: Code M14_2.1.2 - M7_10.3

Innovating information and marketing General objective: educating for a responsible and sustainable tourism

It is necessary to take immediate measures regarding communication and widespread information to educate as much as possible behaviours, respect for the sites propriety, and more generally to inform visitors about the fragility and uniqueness of the environment they are entering.

One possible short-term measure has been found to be the release of on-line guides to disseminate information and behavioural guidelines.

Project of territorial *governance* of tourism in Venice

GENERAL OBJECTIVE: Innovating information and marketing Educating for a responsible and sustainable tourism

SPECIFIC OBJECTIVE: innovating information and marketing, educating for a responsible and sustainable tourism

ACTION: provide visitors with real-time information (to be used both as a service and as a managing tool of tourist flows), may be extended to all visitors

STEPS:

- City Government decision and related managerial determinations

TIMETABLE: procedures to be launched June 2017

Link to the Terms of Office 2015– 2020:

3.1 An ambitious educational programme, based on the development of culture, talent, skills and knowledge, involving all institutes of higher education, universities and other educational institutions

3.1.5 Gradual expansion of WIFI over the whole city.

Link with the 2017 2019 Single Programming Document– approved with City Council decision n.73 of 21 December 2016: **Code M4_3.1.5**

Behavioural guidelines for visitors, international awareness campaign

In the scope of immediate actions by the city administration to be launched from the Summer 2017 is included the implementation of an international awareness campaign to re-think the relationship between Venice and its visitors, with the purpose to provide the city's visitors with essential information, a set of advice and suggestions, to stimulate values of civilisation, culture and conservation of resources, which are the basis for a sustainable tourism.

We envision to design an **international claim** through which both constructive as well as merely prescriptive messages may be conveyed. Indeed, it should be noted that the particular moment characterising mass tourism in general requires that the Administration inform visitors also with regard to basic rules of proper behaviour and respect, whose violation is sanctioned by the City Police. At the same time, alternative possibilities are offered to tourists.

Responsible, conscious and sustainable tourism - which does not affect the natural, social and artistic environment and does not hinder other social and economic activities - is what is needed to preserve the beauty and uniqueness of Venice.

#EnjoyRespectVenezia is an awareness campaign of the City of Venice to guide visitors towards adopting responsible and respectful behaviours for the environment, landscape, artistic beauty and the values of the local community.

Enjoy - a positive emotional message, associated with an experience of happy travels.

Respect - an institutional message, associated with proper/lawful behaviours and good practices.

Venezia - in Italian, to highlight a sense of belonging and identity.

Actions to be implemented include:

Launching an **urgent and widespread informative communication on six main not**

Project of territorial *governance* of tourism in Venice

permitted behaviours (mostly subjected to administrative sanction based on City Police Rules) **to be conveyed both through on site media such as billboards and signs and on-line** (e.g. Through short educational videos on social networks or in Locations like Railway Stations and Airports, following special agreements and engaging institutional actors).

For this purpose billboards summing up non-permitted behaviours shall be put in place to convey the message of respect for the city decorum.

CITTA' DI VENEZIA

#EnjoyRespectVenezia

**Ai sensi del Regolamento di Polizia Urbana
le violazioni sono sanzionate da € 25 a € 500**

Urban Police Regulation, fines from € 25 to € 500

www.comune.venezia.it

f t i You Tube

Another activity will be aimed at guiding visitors towards adopting behaviours to reduce impact on the city.

That will include: making advance reservations and choose less crowded periods; “slow“ visits to the city, on foot, by boat or by bike; walking on the right side in narrow alleys, choosing local crafts, local cuisine, organic and farm products.

In order to spread good practices to visitors the communicative style used must be engaging and stimulating, with the aid of visual imagery of the city, keeping in mind the previously chosen claim.

The message should have a constructive and welcoming content, inviting to good practices respectful of the site.

To maximise efficiency, all public and private subjects participating in various way to the tourist offer of the city must be engaged, first of all those part of the management organisms of the destination both in Venice and the lagoon and in the Metropolitan city (Bibione and S.Michele al Tagliamento; Cavallino Treporti, Caorle; Jesolo-Eraclea; Chioggia; Riviera del Brenta), and more generally of the Veneto region, as well as major tour operators in Italy and abroad.

Everywhere in the communication the institutional website of the city of Venice shall be indicated <http://www.comune.venezia.it/EnjoyRespectVenezia>.

#EnjoyRespectVenezia

1. Discover the hidden treasures of Venice in the least visited places to appreciate Venice's exceptional beauty.
2. Explore the islands in the lagoon and Mainland Venice, participate in events spread throughout the Metropolitan City.
3. Taste the local products and typical Venetian cuisine.
4. Visit the artisans' workshops and learn about the ancient trades that still exist today in Venice. Choose only original products and do not buy any goods from illegal vendors.
5. Book tours with qualified tourist guides able to recount Venice's thousand-year-old history.
6. Walk on the right, do not stand at any time on bridges, do not even lead bikes by hand.
7. Steps of churches, bridges, wells, monuments and banks of streams, canals etc. are not picnic areas. Please use the public gardens for this necessity.
8. St. Mark's Square is a monumental site and excluding pertinent bars and restaurants, it is forbidden to stand at any time in order to consume food or drink.
9. Venice is a city of art: it is forbidden to camp, walk about in swimwear, dive and swim. The beaches at Lido and Pellestrina can be easily reached.
10. Respect the environment and artistic wealth: do not litter, do not vandalize with graffiti, or padlocks. Do not give food to the pigeons.
11. If you are staying in an apartment or flat, please get informed about the garbage recycling collection.
12. Plan your trip and choose to visit Venice when it is less crowded. Consult the Tourist Bulletin.

Also along the lines of decorum and information, as well as the **correct way of using public space, is the task of finding rest areas and increasing public sanitary facilities in the City**

Finding rest areas and mapping gardens and parks of the City of Venice and increasing public sanitary facilities, also with innovative technology (self-cleaning WC)

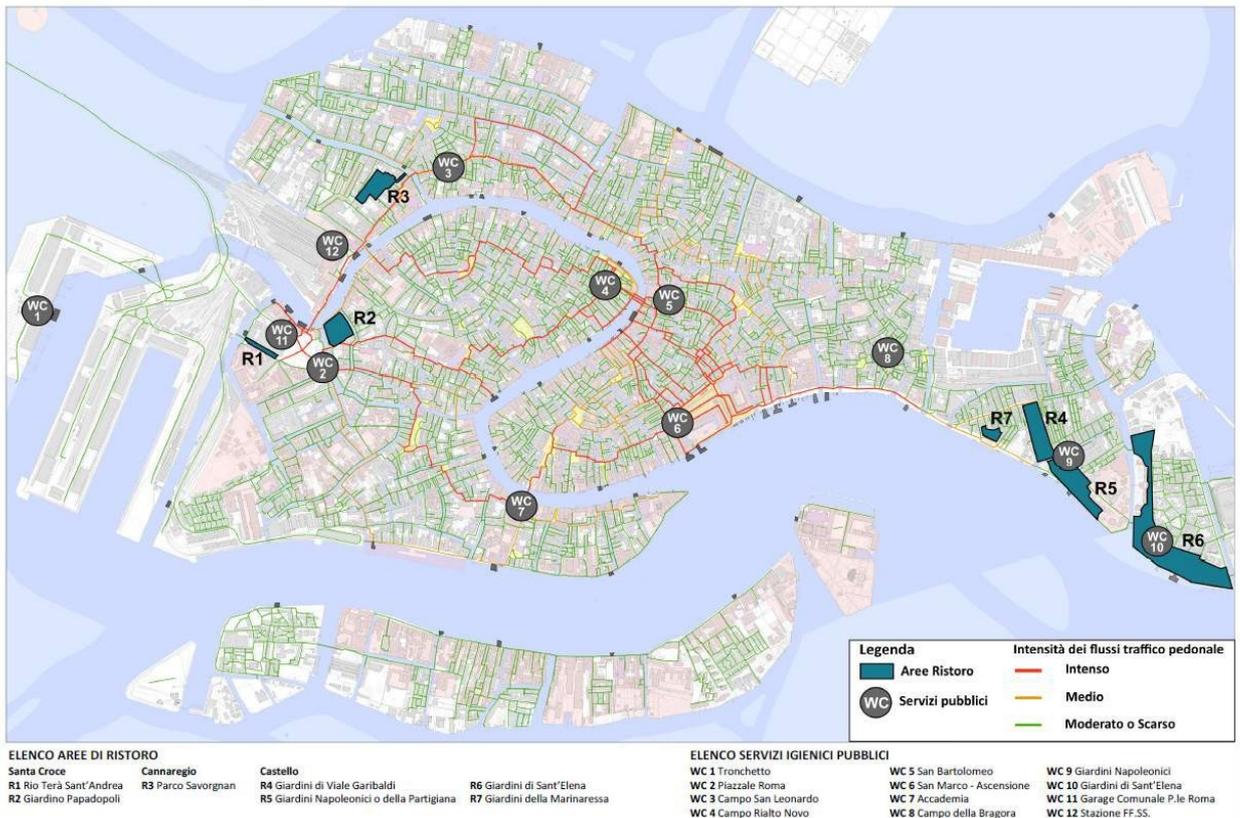
Actions to limit rampant food supply stores, also non-assisted, along the areas identified in the historic centre by the next Government's deliberation must be accompanied by a simultaneous development of urban areas to be used for refreshment and rest of the tourist. These areas must be appropriately indicated in appropriate on-site signs and conveyed through all possible information media (web, social, booking sites, delivery shops, travel guides, tourist guides, code of conduct, etc.) and monitored for the Plan your trip and choose to visit Venice when it is less crowded. Please see the Tourist Bulletin on the site .

Purpose of an effective and useful territorial control, while at the same time providing an intensification of the relative cleaning shifts.

An inspection of the green areas currently in use in the old city highlights the need to develop and enhance rest spaces for tourists by providing a widespread communication and information.

As can be seen in the map, gardens and parks are not present in all the sestieri of the old town, but if adequately known and publicised they can represent a place around which to build a tour and a visit of the City as well as an opportunity to rest.

MAPPA AREE DI RISTORO E SERVIZI IGIENICI PUBBLICI



Existing parks and gardens are already equipped but can be upgraded with better equipment, and publicised through the above-mentioned information channels, so that they become known and used by more tourists. At the same time, the information

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campaign should be intensified on areas where, for reasons of decorum, food consumption is not allowed outside public exercises.

Another study, in terms of spaces city-specific for residents and tourists services, should be addressed to public sanitation.

In addition to the public sanitation facilities operated by the Veritas spa company, the public toilets by AVM and the State Railways are to be considered.

The overall situation today of available rest areas and public sanitary services is as results from the map above.

The Administration intends to increase the efficiency and is making the most appropriate assessments in terms of satisfaction of the application and the time to provide it.

In view of the many factors that cause improper use of the City, **it is urgent to implement sanitary facilities**, possibly with other provided identified, respectively:

- within communal property spaces to be used for public use;
- installation of self-cleaning new-generation WCs that can be integrated into the landscape of the City near areas of rest, to the routes most used by tourist flats as well as being able to be used also by residents e.g. In the vicinity of parks, of most crowded fields, in places generally chosen by residents, families, children, to socialize and to live outdoors.

First survey/census of public sanitary facilities, equipped public rest areas

GENERAL OBJECTIVE: Innovating information and marketing Educating for a responsible and sustainable tourism

SPECIFIC OBJECTIVE: Finding rest areas and mapping gardens and parks of the City of Venice and increasing public sanitary facilities, also with innovative technology (self-cleaning WC)

ACTION: Thorough survey of public sanitary facilities, equipped public areas, then finding additional spaces that could be equipped to increase the offer of rest areas.

STEPS: Finding rest areas and mapping gardens and parks of the City of Venice and increasing public sanitary facilities, also with innovative technology (self-cleaning WC)

Timetable: launch of locations survey by Summer 2017

TIMETABLE: by June 2017, coordinated mapping of all equipped spaces

COSTS: for any missing necessary equipment

Link to the Terms of Office 2015– 2020:

5.1 Venice must be again the place where we can raise our children and let our parents and grandparents grow old, where social services assist citizens throughout their lives, anticipating and supporting their needs in various ways.

5.1.2 Conservation of green spaces and equipped areas to practice sport outdoors and to encourage children to play, keeping them maintained and supervised to discourage prowlers, criminals and drug dealers.

9.1 Guaranteeing the utmost quality of natural environment and landscape, one of the most important indicators of life's quality

9.1.1 An extensive plan for public parks, essential spaces for the citizens' well-being, including: organisation of events, overnight closure for some, adequate lighting of access routes, widespread video surveillance, constant control and areas equipped for dogs.

Link with the 2017 – 2019 Single Programming Document approved with City Council decision n.73 of 21 December 2016: **Code M9_5.1.2 - M9_9.1.1**

Replacing of waste basket and immediate rearrangement

GENERAL OBJECTIVE: Innovating information and marketing Educating for a responsible and sustainable tourism

SPECIFIC OBJECTIVE: improving the quality of tourism offered in the metropolitan city

ACTION: rational and orderly replacement of waste baskets on the territory, according to type and reallocation of all present elements

TIMETABLE: by Summer 2017

STEPS: to be agreed with Veritas

Checking the functioning of public water fountains

GENERAL OBJECTIVE: Innovating information and marketing Educating for a responsible and sustainable tourism

SPECIFIC OBJECTIVE: improving the quality of tourism offered in the metropolitan city

ACTION: verify public water fountains, active and not, in order to offer refreshment

STEPS: launching verification with Veritas and the environmental directorate

EXPENSES: Water fountains mantainance

TIMETABLE: by Summer 2017

Widespread and viral dissemination of the **behavioural guidelines** through: social media, Web, various booking pages of the city, WIFI, notices at railway stations and boats, piers, all ticket offices.

GENERAL OBJECTIVE: Innovating information and marketing Educating for a responsible and sustainable tourism

SPECIFIC OBJECTIVE: behavioural guidelines for visitors, international campaign

ACTION: improve cultural offer, facilitate maintenance of decorum and City conservation

STEPS: preparing behavioural guidelines suitable for social sharing and appropriate information bills and posters on illegal and not permitted behaviours. Agreements for advertisement purposes.

TIMETABLE: by Summer 2017

In compliance with the amendments of the Local Police Rules, and without prejudice to road traffic provisions, **provide adequate bills and posters on access bans in the City and all sanctioned behaviours contrary to decorum.**

