

# Venice Calls

Systemic Design for a bottom-up transition  
towards regenerative tourism

Laurea Magistrale in Design Sistemico  
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# **Corso di Laurea Magistrale in Design Sistemico**

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## **Venice Calls**

Systemic Design for a bottom-up transition towards regenerative tourism.

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## Abstract

The premise of this research is based on the general concern of Venetian citizens about the accelerated and mostly negative impact that the monoculture of tourism has on the inhabitants of Venice, their lifestyle, social behaviors, and public spaces. The thesis investigates the role that designers play in the development of innovative scenarios based on systemic thinking, which progressively spreads the dependence on dysfunctional systems and aims at the generation of intricate networks of interaction between the different actors of a territory, relying on local institutions (born as a response to the mismanagement of the city) and catalyzing the awareness of the population to produce a change of regenerative mentality committed to fighting the way tourism has been managed and transformed into a systemic problem that has mechanized the Laguna.

As regards associations and political activism aimed at countering the phenomenon of overtourism, the city of Venice has a solid foundation and an extensive list of initiatives aimed at the well-being of the Lagoon. Venice Calls is one of these associations dedicated to implementing projects that aim at sustainability and inclusion within the city, the latter being our reference and starting point for the implementation of autopoietic processes centered on cooperation between local stakeholders.

The thesis aims to analyze the phenomenon of over-tourism as the cause of most of the internal problems in Venice, to then act locally through approaches of Systemic Design for critical analysis, to give life to an alternative iter (bottom-up) planning, and generate concrete actions that give shape to a network of stakeholders with the common aim of implementing a regeneration of the territory by questioning the current model of tourist monoculture.





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## INTRODUCTION

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Design is an agent of change, in a constant state of dynamism, helping to shape a changing world in the context of complex, evolving societies. Beyond dystopian or utopian paradigms of development and modernisation, the future is plural and alternative, with countless possibilities undoubtedly contained within design foresight. The failure of current design practises rooted in the industrialisation and mechanisation of the world, as evidenced by the ongoing climate crisis and social inequalities, underscores the need for new approaches to design that prioritise transformation and sensitivity to a regenerative transition that equally considers the lives of all species. Design, with its ability to shape processes, objects, systems, relationships, experiences and services, has a responsibility to make choices that contribute to a more equitable future. However, the question will always be who has the authority to make these decisions and define future ways of living

As a first step, this research study seeks to explore, from a systemic perspective, the role of different design processes and visions, as well as ideologies or narratives that are useful both for conceptual understanding and for proposing alternative futures for a specific reality such as the Venetian territory, which can be seen as a laboratory scale for the global dynamics affecting a specific ecosystem and the struggle that has always existed

between man (the mechanised) and the ecosystem he inhabits (the mechanised), with the tourism sector being one of the main contributors, if not the main contributor, to the social habitability problems that arise there. Some of the visions that feed into this study are degrowth, autonomous design, transition 1 speculative design, design for social innovation and service design. The concept of overtourism as a systemic problem on a global scale and in the Venetian setting is then explored in more detail.

This study considers the concept of regeneration, which challenges the logic of development and meaning of sustainable development and seeks to promote a change in mentality regarding tourism with greater awareness and responsibility for the ways of life that are developing in the lagoon. The study uses systemic design as the main method of project development, starting from a holistic analysis and identification of the Venetian territory in order to find the best way to respond to the need for change in a framework of past, present and future, defined in this case by the territory's capacity for association, with Venice Calls as a case study and starting point for the development of a bottom-up conceptual method for cooperative design, the core of which is a particular territorial vision in the context of regenerative tourism, a project defined in 3 phases, the first being developed in detail and the rest being conceptual for future development. The research aims to highlight the knowledge states and contexts that emerge from the process and contribute to the development of alternative futures through participatory design.

# 01

METHOD - PROBLEM SEEKING



/Imagine prompt:visual representation of  
problem seeking, dada style.

At a time of increasing complexity due to socio-economic, political, and environmental instability and uncertainty, as well as a growing awareness of the harms of unsustainable and irresponsible human behavior, the importance of problem-seeking in a range of emerging design methods, movements and paradigms are critical to what constitutes radical action. Design is a powerful tool for achieving positive solutions at all levels. However, to be effective, it needs to be problem-seeking and inclusive, informing other fields such as public policy, economics, and technology.

It is also important to note that problem-seeking is concerned with finding solutions to current problems and anticipating and preventing future issues. Through problem-seeking, designers can uncover the underlying causes of the problem and choose appropriate solutions suitable for a particular context.

*"By problem-seeking, I mean the desire to strategically hunt for opportunities to create meaningful problem-solving systems that are emancipatory and forward-thinking."  
cit. Neri Oxman.*

Systemic design, speculative design, degrowth, transition design, autonomous design, and design for social innovation all embody problem-seeking approaches at their core, enabling designers and decision-makers to address current challenges effectively and equitably.

The process of problem-seeking is essential to develop successful design frameworks, as it involves looking beyond solutions to the root causes of a problem. This requires the designer to become both abstract and analytical to identify the source of a problem, challenge assumptions, explore contextual complexities, and question the role of design in generating positive change.

Problem-seeking is an integral part of the design process, whether in user experience, product, or service design. As design practices evolve, it is crucial to consider that new design methodologies, movements, and paradigms are essential to remaining relevant and competitive in the ever-changing market.



It is also important to note that problem-seeking is concerned with finding solutions to current problems and anticipating and preventing future issues. Through problem-seeking, designers can uncover the underlying causes of the problem and choose appropriate solutions suitable for a particular context. Systemic design, speculative design, degrowth, transition design, autonomous design, and design for social innovation all embody problem-seeking approaches at their core, enabling designers and decision-makers to address current challenges effectively and equitably.





## 1.1 Systemic Design Approach

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Systemic design (SD) is a design philosophy, methodology, and set of tools that enable the design of complex, interconnected systems. It is a holistic approach to design in which all elements of a system are seen as interconnected; likewise, all parts of the design process are interrelated. SD has gained attention in various fields, including engineering, architecture, urban planning, ecological design, and organizational design. The concept of SD is based on the concept of "holistic systems thinking" (HST). This involves looking at the big picture instead of focusing on individual elements and their interactions. Systems thinking enables designers to understand the dynamics of the whole system better and to identify the relationships, patterns, and structures that make up the entire system. SD goes a step further by exploring how individual elements and their interactions can be designed to optimize the overall performance of a system.

At its core, SD is characterized by a fundamental recognition and acceptance of the intricate interconnections that characterize life - from human, cultural, and environmental interdependencies to the myriad interactions between social, economic, political, technological, and ecological systems.

Hence the need for an "HST approach" - the core of SD. HST is "a comprehensive view of the complexities of life, including the various ways in which people, ecosystems, and markets interact, providing a means of understanding and assessing the system as a whole, including its interconnected parts and their interactions" (Ruiz-Moyano, R, 2011). This means that the 'whole' (holon) is critically considered as it is both comprised of and influenced by its components. By definition, HST involves the simultaneous consideration of 'whole' and 'part.' Neither the 'whole' nor the 'part' are necessarily reducible to or independent of each other but are in a reciprocal and mutually influencing relationship. This view of systems - composed of individual components and the dynamic interactions between them - emphasizes "the needs that bring people, stakeholders, and resources together" (Shrivastava, P, 1997). At the most fundamental level, SD recognizes a surplus of knowledge about the problem or opportunity at hand.

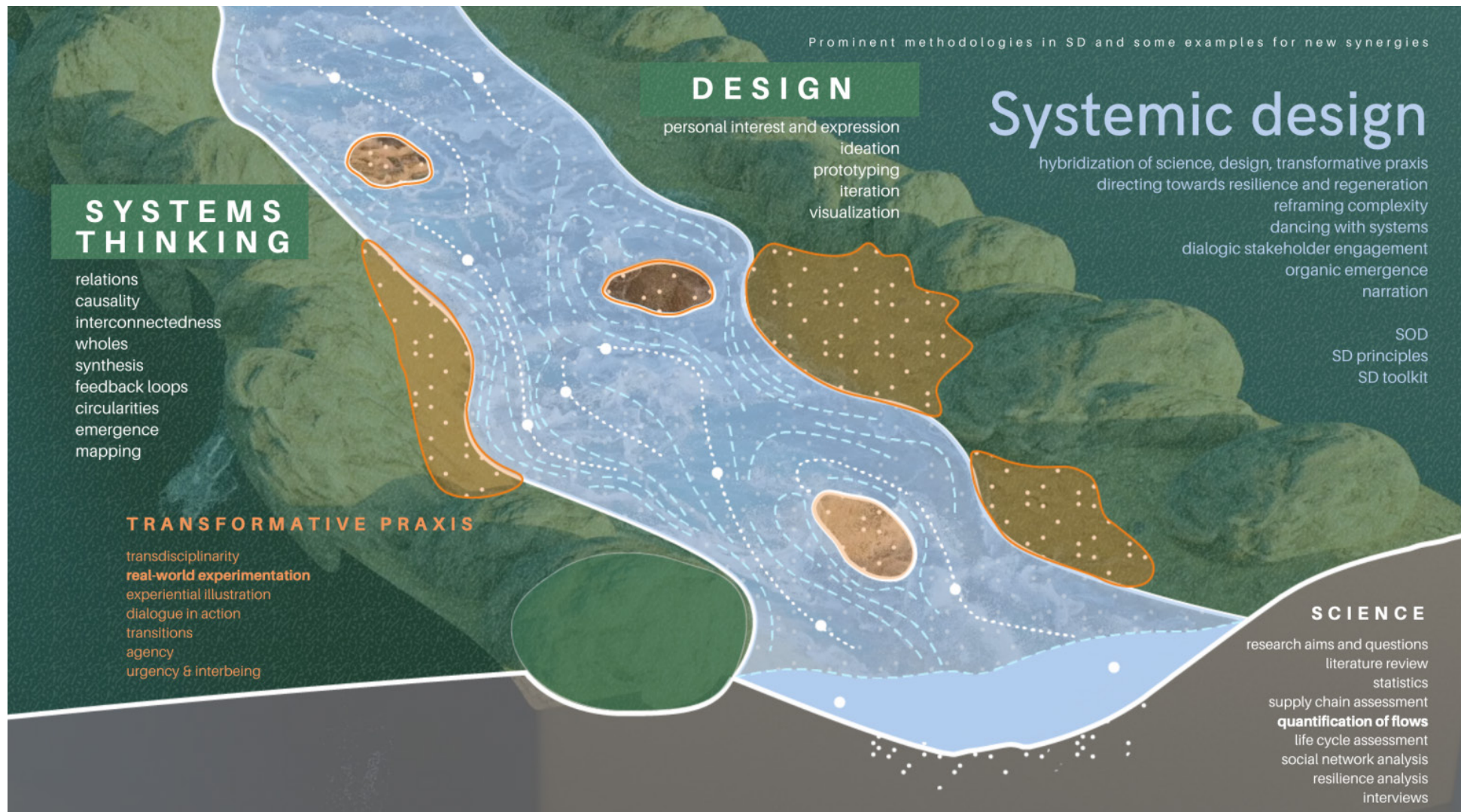
SD is called "the bridge" between systems thinking and tangible outputs. It helps to focus on the interrelationships and thus better inform stakeholders about the interconnectedness of the elements and how they contribute to the dynamic process of shared decision-making (Ioannidis, N. 2018). The systemic approach of SD requires a systemic mindset and processes to address any resource-dependent problem or opportunity. This includes the ability to translate complex relationships and interdependencies into tangible outcomes and measure the solution's impact.

SD also considers the long-term implications of solutions and the potential for unintended consequences. SD from traditional design approaches because it is not a linear process. Instead, it is a cyclical process in which solutions are tested and refined. This iterative process allows solutions to be improved over time and tailored to specific contexts. This is an essential aspect of SD, as it allows solutions to be designed with the awareness that one context might require different solutions than another.



Midjourney. "systemic design as an abstract concept, color, blue, design, interconnected parts and their interactions"





A heuristic for describing systemic design as hybrid set of science–design praxis tools. Design and systems thinking form the guiding frame (shore) for the fluid process (river) of activating different methods of science (white currents) where helpful and needed, navigating obstacles and changing directions in order to nudge transformative action as dynamic process (orange elements). Work in progress (Luthe, Swat, Fitzpatrick et al. 2021, RSD10 Delft)

### 1.1.1 When Is Systemic Design Regenerative? Value and Tools

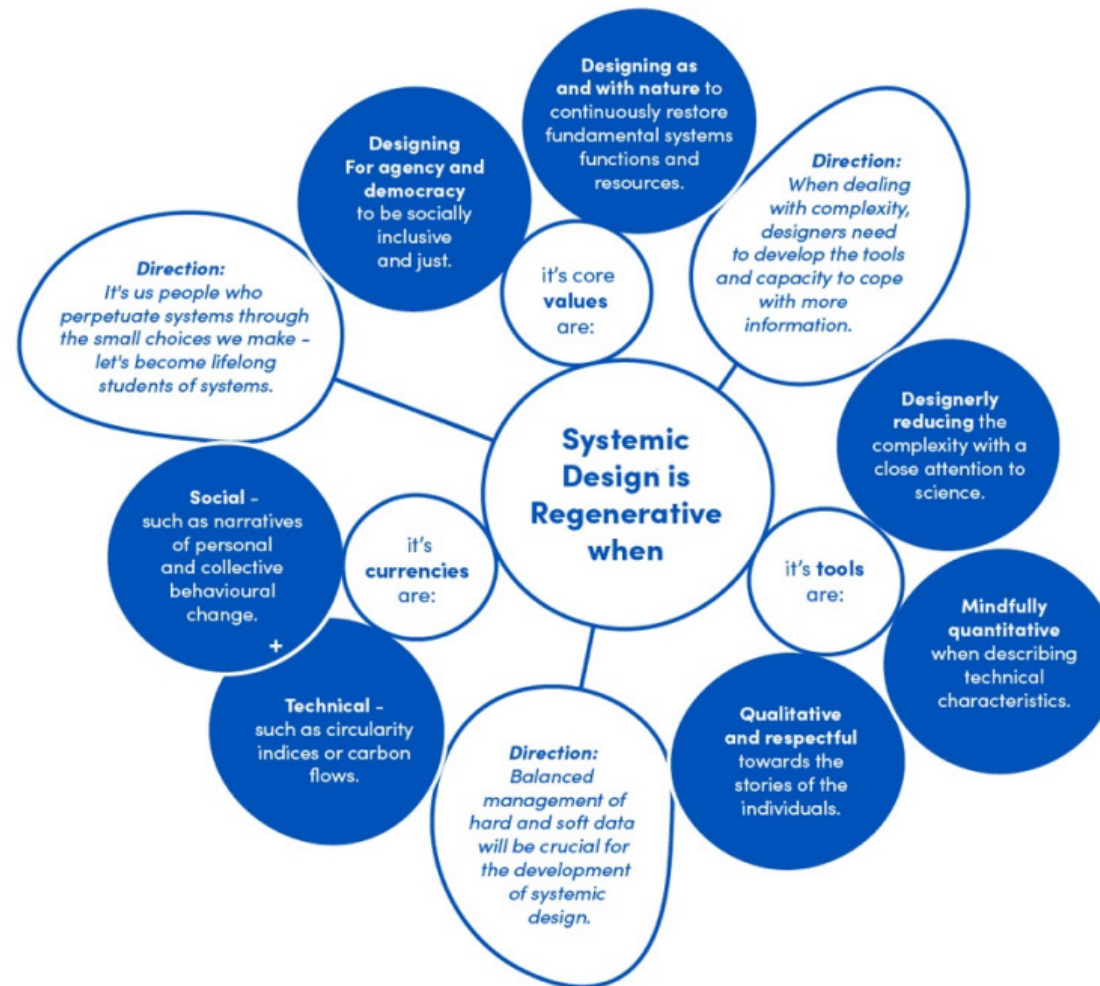
"A system is regenerative if it continuously restores its fundamental functions and resources. If we create those systems we need to build capacity and motivation as we have to actively maintain them. Today we focus on technology but it's often more challenging to work with people and it's us people who perpetuate systems through the small choices that we make. Our actions can alter systems to the positive - we have to figure out how to play with that! We need knowledge, agency and the right tools to have greater power and to create microcosms of differing values that will in longer terms lead to positive change. As designers we may have to develop the capacity to be able to cope with more information to become students of systems. The more complex they are, the more we have to look at them, regenerative systems have a life cycle temporality and multi-stable goals. In our work we deal with a lot of qualitative data including people's experiences but there is some discrimination that we can only spot statistically. It's necessary to mindfully look at quantitative data to develop narratives that will not only describe the characteristics of the system but also the story of the individual who struggles to adapt."

Proceedings of Relating Systems Thinking and Design RSD8 Symposium, Chicago, 2019

Even though (SD) has the potential to significantly contribute to the transition to sustainability by facilitating the understanding of complex systems and providing decision-makers with insights that can be used to develop innovative solutions that are better suited to addressing today's challenges. However, without ethical values and guidance, the practice of SD can be used to develop policies that are not in line with sustainability values. To counteract this, SD should be aligned with the new emerging source of thinking toward regeneration and cooperation while considering all life forms (species) to contribute to the development of regenerative and resilient systems.

To make SD more effective as a decision-making tool, currencies and instruments should be used to track progress and assess the impact of solutions. Carbon, water, and financial flows are examples of currencies. Giga-mapping and Structural Network Modelling (SNM) are tools for visualizing complexity and identifying leverage points. Furthermore, assessment tools such as carbon footprint and economic footprint can be used to track progress and map and improve supply chains. All of these tools can be used to prioritize solutions that are aligned with socially desirable goals. SD can drive systemic innovation for sustainability more effectively by combining ethical values and guidance, as well as currencies and tools. However, it is also critical to encourage exchange and cross-fertilization among design, science, and practice, as well as to investigate new ways to teach the use of inter- and transdisciplinary tools and methods.

Adapted from Proceedings of Relating Systems Thinking and Design RSD8 Symposium, Chicago, 2019



## When is Systemic Design Regenerative?

Values, direction and currencies in Systemic Design methodology.

A graphical relational summary of the RSD8 fishbowl discussion.

It is sorted by the main discussion points of values, currencies and tools (A-C) of when systemic design is regenerative, plus providing three main directions for ongoing and future discussion and practice (Swat, Luthe, Sevaldson 2019)



## 1.2 Degrowth

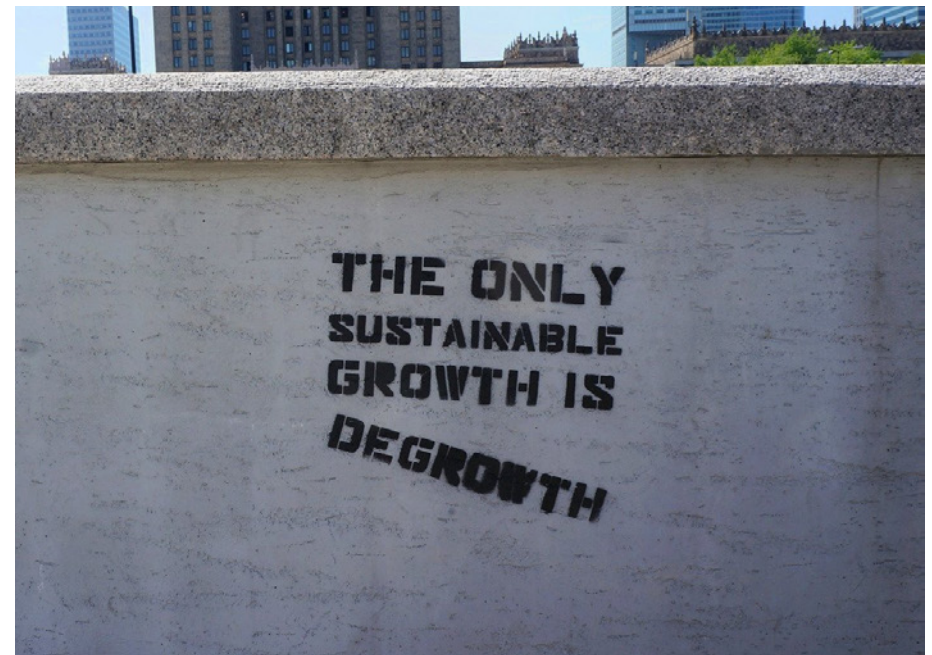
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Degrowth is a socio-ecological movement, a political agenda, and a scientific concept that seeks to shift the focus away from economic growth and toward creating a sustainable society based on today's sustainable paradigms. It entails reducing production and consumption and the environmental pressures caused by economic activities without jeopardizing human needs (Timothée Parrique, 2019).

Degrowth principles include sharing resources and information, reducing working hours and increasing leisure time, unproductive spendings such as carnival grounds and community centers, and expanding arts and culture. Degrowth's ultimate goal is for humanity to be happier and live in harmony with nature (Federico Savini, 2021). It offers an alternative to traditional economic theory, which prioritizes economic growth. This model is unsustainable and ultimately harmful to the environment and societies, resulting in problems such as environmental degradation, inequality, and climate change.

Degrowth advocates for a bottom-up approach that prioritizes local communities and economies. This approach is based on the belief that local communities understand what is best for their own environment and economy – a central concept – and that decisions should be made in a way that respects their autonomy (Garcia, J. M. 2020).

This approach is bolstered further by the idea that degrowth should be led by communities rather than imposed from the top – down (Vázquez-Rowe, I., & Barczak, A. 2018). However, there is a risk that many degrowth practices will remain small-scale, will have little impact on regime change, and will lack transformative leadership.



<https://pbs.twimg.com/media/ELv0PWNX0AA5-fa?format=jpg&name=large>



The concept of autonomy, in which individuals and communities are given the freedom to make their own decisions about the production and consumption of goods and services, is critical in order to ensure that the needs and desires of all individuals and communities are taken into account rather than relying on the dictates of a centralized authority (Garcia, J. M. 2020). Furthermore, degrowth is founded on a finite paradigm, which recognizes that the world's resources are finite and must be managed in a sustainable manner (Kallis, G., & Kostakis, V. 2014). This finite paradigm stands in stark contrast to the current development model, which seeks to exploit resources to the point of exhaustion in order to maximize profits.

Degrowth also advocates against the commercialization of nature, which has resulted in the destruction of ecosystems and the displacement of indigenous populations. Degrowth seeks to promote a more equitable and sustainable relationship between humans and nature by recognizing nature as a source of life rather than a source of profit. Degrowth seeks to restore the balance between humans and nature in order to create a more just and sustainable future (Kallis, G. 2011). Finally, degrowth is more than a theoretical concept; it is a necessary paradigm shift that must be implemented in order to ensure a more equitable and sustainable future.

### Degrowth from an urban planning perspective

Degrowth provides planners, architects, and urban and landscape architects with a powerful imagination to rethink their role in sustainability and social justice. It provides a toolkit for redesigning human settlements, encouraging us to imagine a type of socio-spatial organization that recognizes ecosystem limits (Federico Savini, 2021). To envision new growth planning, we must think in terms of political and ecological autonomy within polycentric regions, and we must shift the planning paradigm from scarcity to finiteness. Habitat and habitability must be considered when organizing and using land (Federico Savini, 2021). The production of meaning can be a subtle action that is consistent with the specific qualities of a location and planning must have the courage to set clear boundaries.



Taken from <https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.uva.nl%2Fen%2Fshared-content%2Ffaculteiten%2Fen%2Ffaculteit-der-maatschappij-en-gedragwetenschappen%2Fevents%2F2023%2F02%2Fpost-growth-planning.html&psig=AOvVaw0FcbkJszyrEPthcES6arrg&ust=1676427289468000&source=images&cd=vfe&ved=0CBAQjRxqFwoTCPDovbr4k...0CFQAAAAAdAAAAABAI>

*This is a landscape artwork made by an Italian artist called Mario Staccioli and it is called 'the ring'. It is a circle made of metal, installed in the countryside of Tuscany, in the centre of Italy. This artwork represents the position that degrowth planners have. They frame the territory. They make sense of it, by setting boundaries to the viewers. Yet, they do not intervene in it as bulldozers. They enhance the qualities of place by setting the focus on what is important.*

*As the hilly landscape in front of the ring, cities cannot be controlled. Yet, planners influence their working by producing imaginaries of place. These are the frames that create meaning and express values. Just as this simple red ring shows, the production of meaning can be a micro-intervention, a subtle action that is coherent with the specific qualities of place.*

*Yet, just as the iron material of the ring, planning must have the courage to set clear boundaries. It should devise tools that are able to regulate the perpetual push to economic transactions. I hope that this principle will become a new ethic of planning.*

*Author's Description Degrowth as a planning imaginary: finity, habitability and autonomy  
By Federico Savini, Assistant Professor in Environmental Planning, Institutions and Politics at the University of Amsterdam*

### 1.3 Transition / Speculative Design

Transition discourses are becoming mainstream as society becomes more aware of the need to transition to more sustainable ways of life. Transition Design (TD) is an emerging discipline that seeks design-led transitions to more sustainable ways of living, anchored in place-based lifestyles that address the needs of local communities while remaining compatible with the global environment.

The term "TD" refers to a new field of design education that draws on living systems theory, futurology, practice, and research, challenges existing design paradigms and implies the integration of science, philosophy, psychology, social sciences, anthropology, and the humanities. It contends that compelling forward-looking visions are required to inform and inspire current projects. According to Escobar (2018), Transition movements in the North are described as post-growth, post-materialist, post-economic, post-capitalist, and post-humanist, whereas Transition movements in the South are described as post-development, non-liberal, post-capitalist/non-capitalist, bio-centric, and post extractivist.

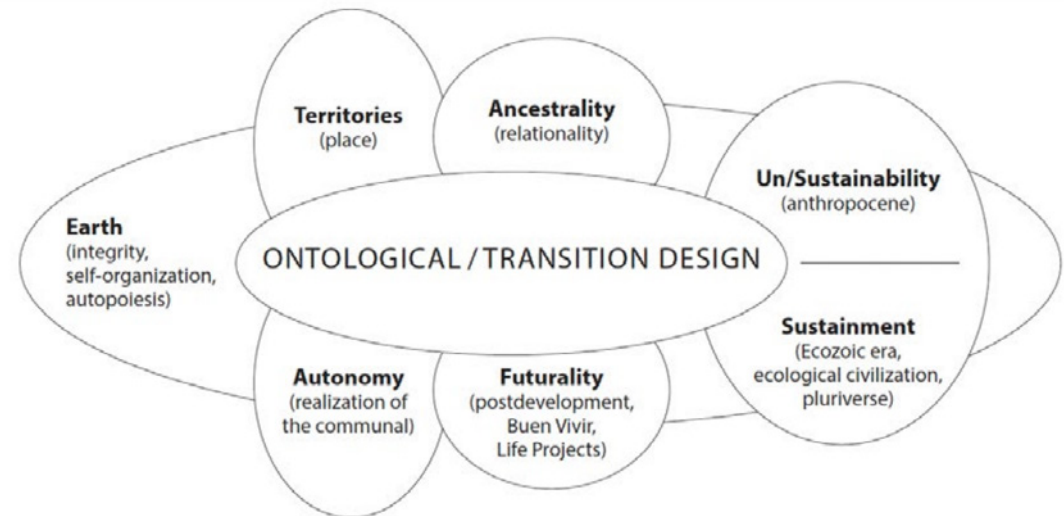
Sustainment (The Sustainment) is also defined by Tony Fry (2017) as the core of transition, not simply as "sustainability" with its proclivity to sustain the unsustainable, but as a vital intellectual, political, and pragmatic vision of discovery that marks a critical turn in humanity. It acknowledges that in order to 'be sustained,' another type of earthly living and understanding is required.

It promotes the creation of dynamic, grassroots-based futures that are informed by local conditions while remaining open-ended and speculative. Theories of change are also an important component of TD, as transformational societal shift is dependent on our ability to change our perceptions of change. Designers must also reflect on their own value system and how it affects the design process.

The Great Transition Initiative proposes three scenarios: conventional worlds (the continuation of current global conditions), barbarism (a systemic crisis and regression), and great transitions (where new values and institutions emerge). To aid in this transition, TD has emerged as a discipline dedicated to developing place-based lifestyles that are both locally useful and globally conscious.

Transition designers, according to Irwin et al. (2015), are those who are aware of time and design with future generations in mind, drawing on knowledge and wisdom from the past. Transition designers look for emergent possibilities in problem contexts rather than pre-planned solutions.

Autonomy, Futurity, Ancestrality, and Territories are the four main pillars of TD. Territories refer to people's knowledge of their land, whereas Ancestrality represents the interconnectedness of everything and the understanding of the past. Futurity represents visions of possible futures, whereas Autonomy represents the realization of the communal. Overall, TD is a conceptual framework that proposes a holistic view of the world that necessitates a cooperative and responsible attitude in order to find the best solutions possible.



Autonomy, Transition, Sustainment. A framework for autonomous design and design for transitions Escobar 2017

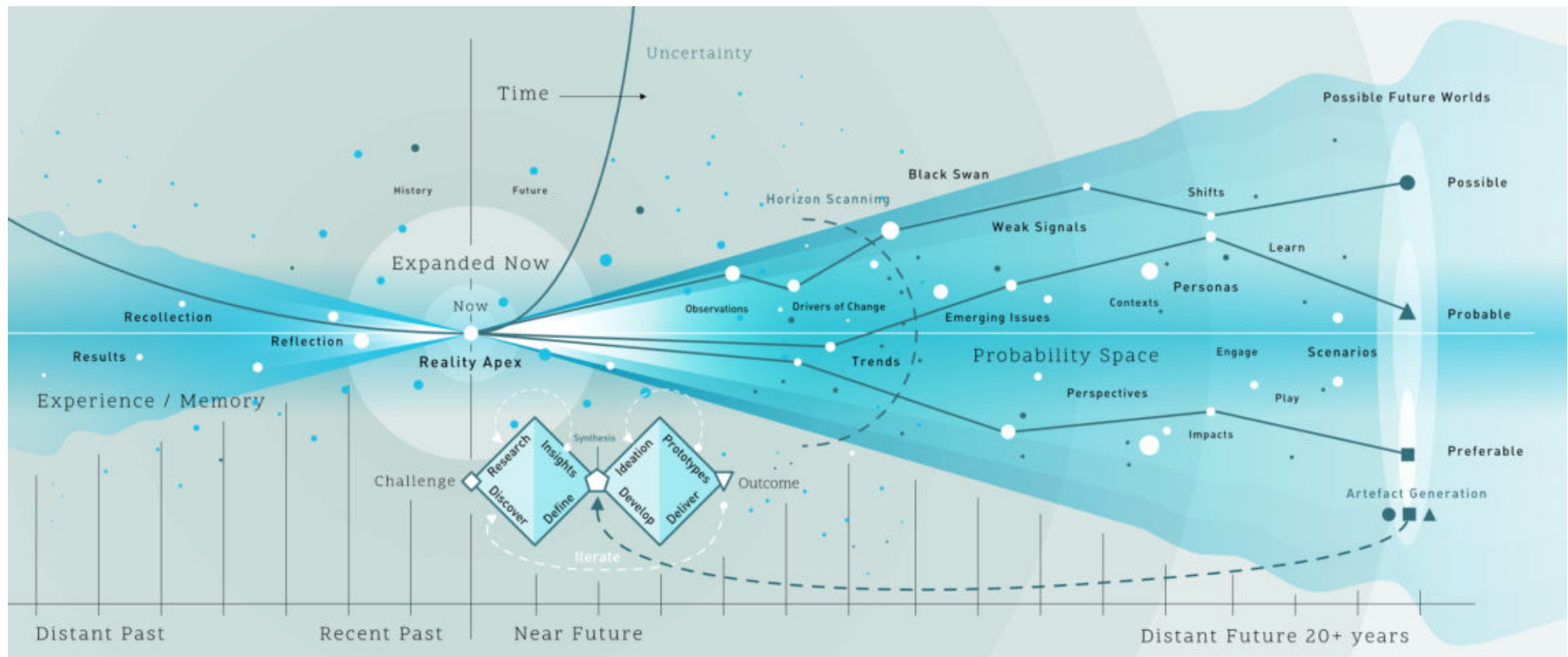


Diagram: [Steven Santer](#) (author). Comparison of time-scales and activities between Futures Thinking and Design Thinking processes.

## 1.4 Autonomous design

---

Autonomous design (AD) is a design praxis approach that seeks to empower communities to realize their full potential through self-determined action. AD, as proposed by Escobar (2018), is based on a few core principles:

- Communities should have the autonomy to design and practice their knowledge.
- The design process should include a system of inquiry or learning about the community.
- The process should focus on identifying problems and opportunities and building models that generate communal concern.

In essence, AD encourages designers to become co-researchers with the community, assisting it in identifying and exploring the community's challenges and opportunities. This then empowers the community to take action and develop their solutions.

## 1.5 Design for Social Innovation

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Design for social innovation (DfSI) is a concept that recognizes design's potential to solve social problems and challenge existing socioeconomic and political paradigms. Design for social innovation, as

proposed by Manzini (2015) in his book "Design When Everyone Designs," can be used to design and sustain individual and collective life projects, promote a culture of cosmopolitan localism and create conditions for collaborative social change. Manzini (2015) differentiates between diffuse and expert design, arguing that design should include problem-solving and meaning-making.

According to Escobar (2018), DfSI is a multifaceted concept that necessitates a dialogue between various ontologies and worlds. DfSI seeks to activate, sustain, and orient social change processes toward sustainability.

Designers are uniquely positioned to help with this because they can act as contributors and change agents. Designers can help create new economic systems and forms of collaboration that are often more effective than existing solutions by understanding that societies can find solutions that better fit their needs. DfS can be used to provide communities with meaningful and unprecedented opportunities. It can also improve resource access, encourage public participation in decision-making processes, and enable more equitable and inclusive forms of governance. In addition, DfS can be used to address complex issues like climate change, gender inequality, poverty, and food insecurity.



## 1.6 Service Design

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In recent decades, the Northern economies have shifted toward service-based industries, and the growing recognition of the contribution of creativity and design to innovation has led to the recognition of the role of service designers. The role of service industries in developing a knowledge-based economy and transitioning from a research-based to a more sustainable society has been highlighted in studies on service innovation. To address environmental and consumer concerns, the concept of product-service systems (PSS) has been developed, combining the various elements of a product and a service to provide a complete and satisfying customer experience.

While PSS has been shown to alleviate some environmental and consumer concerns, it is still being determined whether it is a win-win strategy. Furthermore, Design for Services (DfS) has been viewed as an alternative to the traditional manufacturing consumption model. Although it can develop more sustainable and less exploratory services and systems, it typically operates within the confines of existing socioeconomic and political paradigms and thus does not promote new ways of thinking or living.



[https://miro.medium.com/max/1400/1\\*IrNqSOcFRsz5je8dn4t8g.jpeg](https://miro.medium.com/max/1400/1*IrNqSOcFRsz5je8dn4t8g.jpeg)

## 1.7 Aims and Methodology

### 1.7.1 General aim

The main goal of this thesis is to understand and analyze the problems that Venice is facing as a result of monocultural tourism development from a holistic standpoint to design an alternative, sustainable bottom-up project by exploring and combining different design approaches and methods to promote active awareness of the territory.

### 1.7.2 Specific aims

- Establish quantifiable, and meaningful relationships among the various actors involved in Venice's tourism ecology to create a consciousness scenario for a better touristic way of life in Venice.
- Use design methods to implement innovative strategies that could promote long-term recovery by establishing action thresholds among the various stakeholders involved (institutions, citizens, and visitors) to create an alternative tourism scenario for Venice.
- Create an alternative, sustainable, and independent bottom-up project by experimenting with and combining various design approaches and methods to promote active awareness of the territory.



# Project Roadmap

Industrial to Regenerative

Milestones

## Literature review and desk research

Documentation related to Design methodologies, Overtourism, Tourism Ecology, Degrowth, Regenenerative tourism, Green growth, Sustainable paradigm...

## Holistic diagnosis

Identification of system stakeholders and key players.

## Venice territorial context analysis

State of the art of Venice tourism Situation.

## Crosscut, Challenges & Opportunities definition

Analysys of potential and critial issues related to the main topic.

## Venice Calls

Alternative ways to take action in the territory.

## Crosscut, Challenges & Opportunities definition

Analysys of potential and critial issues related to the main topic and how to take action (bottom-up).

## System str

Benchmarking of chain in the touri  
Implemented

Outcomes

## Scenario analysis

Holistic understanding of the current tourism scenario, globally and in the context of Venice, through desk research, literature analysis and holistic diagnosis.

## Strategic foresight | Sys

Identify and comprehend an action methodo  
fostering autopoietic relationships and proce  
in the territory.



# How could design drive the transition to regeneration in the tourism sector in Venice?

the regenerative value  
sm sector that could be

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stemic Thinking

logy (bottom up) capable of  
esses among the actors involved

**Metaproject proposal**

Design a systemic design bottom-up proposal .

**Outcomes  
Evaluation**

Analysis of the obtained  
results for the definition of  
the systemic intervention.

**Guidelines for futures  
design steps**

Definition of the tools and further conditions to  
take into account for the project development.

**Implementation and Conclusion**

*Design an alternative planning (bottom-up) for the creation of a network with  
the common goal of implementing a regeneration of the territory through a  
Systemic Design approach. Concretely apply this methodology involving real  
stakeholders to create a change towards regenerative tourism.*

1. Research the global tourism development scenario, its Ecology, dynamics, and issues, and the urgency for applying new alternatives to rethink the way of addressing it.

2. Identification and analysis of the local problem, along with a conceptual framework and research on referents of sustainable projects.

3. Characterizing the project's site to recognize problematics and opportunities and implement systemic design strategies.

4. Proposal of an alternative sustainable bottom-up concept design project, followed by an evaluation and guidelines for future implementations.

Artefact Generation

## Discussion

Design and designers are critical to the development of a non-oppressive society and a healthy relationship with the environment. Escobar's concept of the "pluriverse" refers to a world in which many coexist, recognizing the interconnectedness and pluralism of knowledge, being, and perception. This concept emphasizes the importance of relationality, which is the understanding of everything's interdependence. Designers can help to create livable worlds by cultivating new ways of knowing and acting, both ontologically and politically, through diverse design approaches.

Designers can help to usher in what (Manzini, 2015) refers to as the "new continent" by challenging the status quo and forging new paths. Existing paradigms can be challenged, as can radical new ones based on equity and quality of life.

*"... All this is to say that designers need to learn that the true importance of design lies in the fact that it has become one of those fundamental practices upon which the existence of our species rests. For this recognition to happen, there cannot be any avoidance of confronting 'our' being as anthropocentric, and while this disposition may not be transcended, it can be taken responsibility for."*

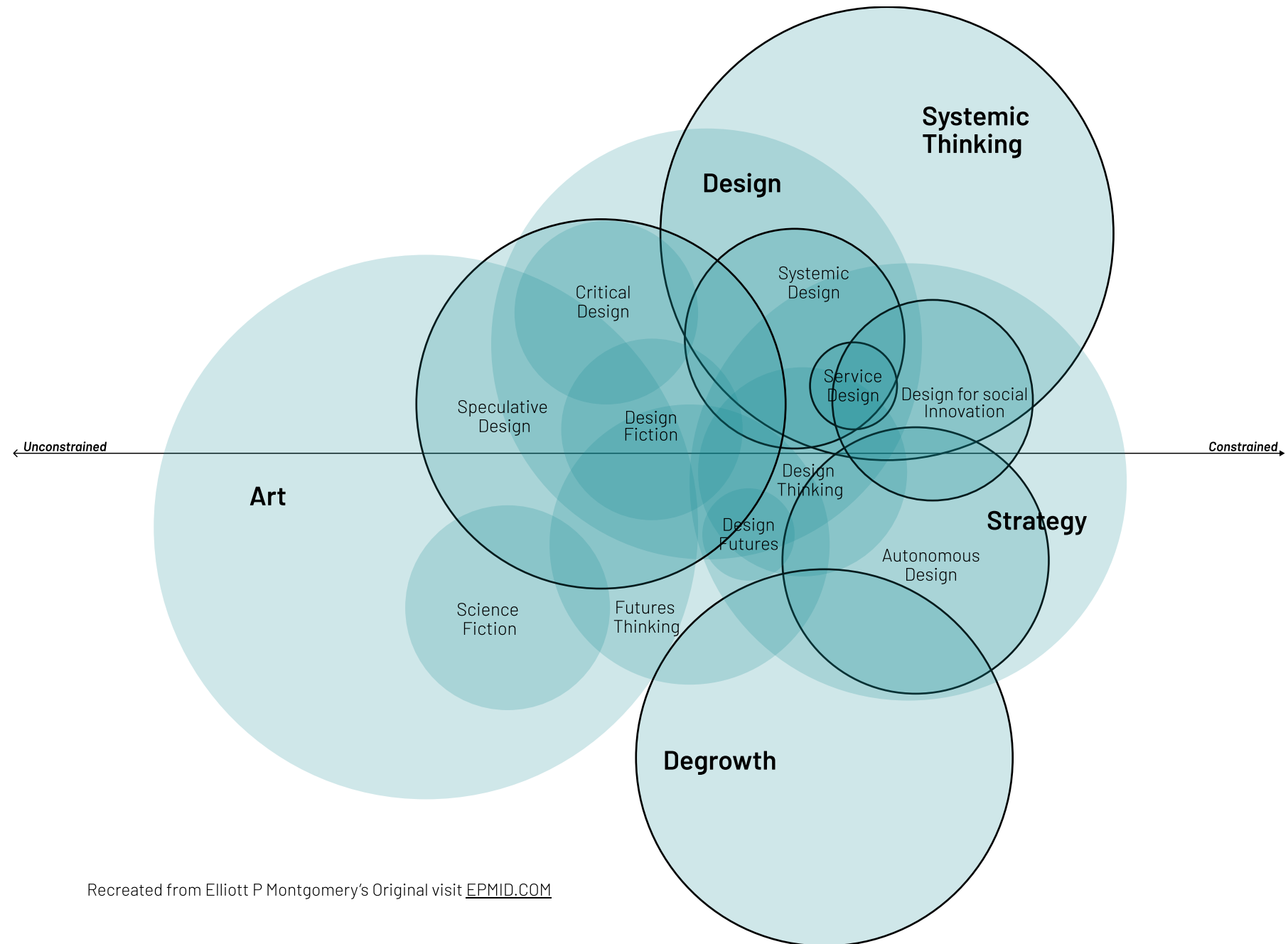
**Tony Fry**

In the context of current global issues such as waste, designers can work toward developing sustainable solutions that meet the needs of the present without jeopardizing future generations' ability to meet their own needs.

To create a truly equitable and livable world, it is critical to recognize the interdependence of design's social, economic, and environmental aspects. Designers must abandon the traditional top-down, linear approach to develop holistic, collaborative, and participatory solutions.



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Recreated from Elliott P Montgomery's Original visit [EPMID.COM](http://EPMID.COM)





/Imagine prompt:visual representation earth  
machinized by men, anthropocene.

02

GLOBAL ISSUES



## 2.1 Global concerns & conditions

The 1.5-degree mark has emerged as a central figure in today's global debate. The Intergovernmental Panel on Climate Change (IPCC) has identified 1.5 degrees Celsius above pre-industrial levels as the maximum survival threshold for our species. This figure attests to the destruction of our ecosystem, as evidenced by the rapid loss of biodiversity, the deterioration of soil fertility, rising sea levels, and the global risk of floods and fires. It also symbolizes the sociopolitical consequences of these environmental changes, such as mass migrations, nationalism, and extremism. However, the number 1.5 degrees also represents the solution to these problems: a fundamental shift in mentality away from an ideology of endless growth and toward a worldview that places the concept of 'limit' at the center of existence.

Our current epoch, known as the Anthropocene, is distinguished by unprecedented human impact on the planet, which has become a geological driving force. While the Anthropocene has impacted many aspects of humanity, this new epoch has been marked by the "Great Acceleration" of human population growth, economic development, and technological progress since the mid-twentieth century (Crutzen & Stoermer, 2000). Climate change, ocean acidification, species extinction, and land use change have all resulted in dramatic changes in the Earth's environment (Crutzen & Stoermer, 2000; Steffen et al., 2004; Steffen et al., 2017; Rockström et al., 2009).

With the Industrial Revolution and the rise of capitalism in the mid-nineteenth century, the critical moment for recognizing the strong acceleration began. This period saw unprecedented increases in human population and resource consumption, resulting in dramatic increases in resource extraction and energy consumption. During this time, there was also a rise in techno-utopianism, which held that technology and science could be used to solve the world's problems and create a better future for humanity. Still, in reality, it exacerbated and amplified the problem. Its economic, social, and political actions were founded on the use of fossil fuels, which has increased greenhouse gases in the atmosphere, resulting in global warming and climate change. Human activities have also decreased biodiversity, habitat destruction, and the emergence of a 'planetary crisis' (Steffen et al., 2017).



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This rise has been fueled primarily by technological advancements, such as industrial and agricultural technologies, transportation network expansion, and urbanization. As a result, human activities have become increasingly globalized, with far-reaching environmental consequences.

This period of unrestrained growth has resulted in an unprecedented global crisis. Overuse of natural resources and pollution, combined with the concept of testifying the environment for human use and economic growth in cities that see their success as no longer justifiable, have all contributed to the emergence of a new type of tourism: overtourism.

The global crisis and the emergence of overtourism require a departure from the techno-utopianism of the Great Acceleration. Sustainable tourism practices must be

## 2.2 Overtourism

The traditional debate on the impact of tourism has been complicated in the last decade by new concepts and a critical understanding of the inequalities and injustices caused by tourism. The terms "overtourism" and "tourism phobia" have been coined to reflect this (Milano, C.; Cheer, J.; Novelli, M.2019). Overtourism is a physical phenomenon (too many people in one place or a lack of control and regulation over visitor flows) and a psychological perception held by residents (who feel hemmed in by tourism). It is closely related to tourism carrying capacity, which is the maximum amount of tourism development a destination can support (Milano, C.; Cheer, J.; Novelli, M.2019).

Tourism's economic power alters spaces, modifies facilities, and obstructs infrastructure. These changes are reflected in the residents, who change their attitudes, habits, and perceptions. Protests against tourism have occurred in popular European cities and other parts of the world, such as Central America and Southeast Asia (Colomb & Novy, 2016). Overtourism is linked to the problematic relationship between tourists and hosts and the constant exchange between the two. As a result, new urban social movements have emerged in various locations, seeking common problems and local solutions.



[https://upload.wikimedia.org/wikipedia/commons/0/01/La\\_riva\\_degli\\_Schiavoni\\_en\\_aoc%C3%BBt\\_%28Venise%29\\_%281619262131%29.jpg](https://upload.wikimedia.org/wikipedia/commons/0/01/La_riva_degli_Schiavoni_en_aoc%C3%BBt_%28Venise%29_%281619262131%29.jpg)



To address these issues, various theoretical perspectives have been used, including political economy, human geography, social anthropology, cultural studies, urban, rural, and coastal planning, tourism marketing, and destination management. Overtourism represents the processes and outcomes of tourism growth, which is frequently rapid and unsustainable. In cities, it is embedded in a growing critique of tourism development models characterized by privatization and saturation of public space, inflationary effects on property prices and the resulting reduction in residents purchasing power, outsourcing of employment leading to precarious working conditions, and transformation of city commercial structures.

This has contributed to the agenda of "touristification of social movements" and the "politicization of urban tourism from below" (Milano, 2018). The relationship between urban social movements and tourism can be viewed as practice-based, with a double rule of engagement: first, through established social movements that identify tourism as a source of existing discontents and inequalities, and second, through the ad hoc formation of social movements aimed explicitly at tourism activism.

The actors involved in such activism are associated with the urban middle class struggling to maintain their standard of living in the current post-industrial neoliberal context (Mayer, 2012). The debate over social movements' reactions to tourism pressures is not new. However, the emergence of a common platform has created a shared understanding of the problems caused by tourism oversaturation. As a result, new paradigms for combating the city's transformation into a tourist destination are being debated. However, because over-tourism is a complex and subjective phenomenon, it is necessary to define it in terms of the number of residents, hosts, business owners, and tourists in each destination.

### 2.2.1 Tourism Carrying capacity

Carrying capacity is a concept used in tourism planning and management to determine the maximum level of tourist development an area can sustain without permanently deteriorating the physical environment or impairing the recreational experience of visitors. It is intricately linked to the concept of overtourism. The idea behind the concept is that there is a balance or "harmony" between society, the economy, and the environment. It is the number of user unit use periods an area can provide per year without causing permanent damage (Chamberlain, 1997). Early definitions of carrying capacity were unidisciplinary/one-dimensional, but more recent interpretations suggest a multidimensional approach that considers both quantitative and qualitative factors. Three major carrying capacity types must be considered: environmental, physical, and perceptual or psychological.

Carrying capacity is defined as the maximum amount of growth an area can accommodate without violating environmental capacity goals. It is site and use-specific and used to guide land use allocation decisions. However, its application presents challenges due to its complexity and dynamic nature. As a result, the level of tourist development it can accept is usually determined by analyzing a few "measurable" dimensions, which may limit its planning potential. (Gold, 1980). Despite this, the concept of carrying capacity is widely accepted and can aid in developing sustainable tourism.

As previously stated, the concept of overtourism extends beyond the issues caused by carrying capacity and the tensions that arise from the presence of too many tourists in certain places and at certain times. According to a study conducted by the European Parliament (2018), there are five indicators of overtourism:

1. tourism density (bed nights per km<sup>2</sup>) and intensity (bed nights per resident)
2. the share of combined Airbnb and booking.com bed capacity
3. the share of tourism in regional GDP
4. air travel intensity (arrivals by air divided by the number of residents)
5. proximity to airports, cruise ports, and UNESCO World Heritage Sites.

These indicators suggest a quantitative approach. Because of the multifaceted nature of tourism, there is a wealth of data available, but there are also numerous methodological challenges. As a result, qualitative aspects require further consideration. Crowding, for example, is a perception that results from personal characteristics and the characteristics of others, resulting in the sense of density (Bouchon Frederic., Rauscher Marion 2019).

### 2.2.2 Socio-psychological environment.

In recent decades, research has emphasized the complexities of 'overcrowding' tourism concerns. Tourism perception is connected to tourist density, according to research. Tourist "pressure," on the other hand, is a psychological construct rather than a measured fact. Personal views such as motives, nationality, cultural background, personal and situational features, environmental characteristics, types of activities, and engagement with local communities are all linked (Navarro Jurado, Damian, & Fernández-Morales, 2013).

Overtourism is a notion tied to residents' perspectives and is associated with a changed opinion of a place's quality of life, attractiveness, or economic viability (Koens, Postma, & Papp, 2018). Negative impacts include infrastructure congestion and overuse, privatization of public areas, loss of purchasing power, high tourist-to-resident ratios, commercial gentrification, antisocial behavior, and environmental deterioration.

For decades, numerous ideas have been used to monitor and study the interaction between place and people. In the 1970s, negative emotions were researched, utilizing psychological theories such as Social Exchange Theory (Emerson, 1976).

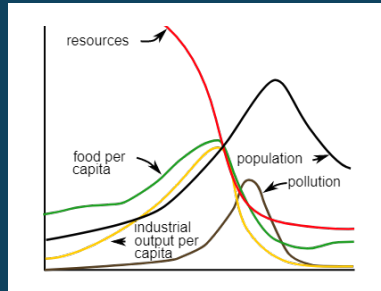
Overtourism is primarily concerned with the number of visitors (social density) concerning space, the (speed of) changes associated with outcomes that may be social, cultural, economic, or environmental (intensity over time), and the socio-psychological reactions of residents to these changes (sensory overload, attribution, control, arousal) (Goessling S, McCabe S, Chen NC 2020).

The approach recognizes that the presence of visitors is sometimes good and can also be seen favorably. In a recent study, (Steen Jacobsen, Iversen, and Hem 2019) emphasised that the linkages between geography and psychology are significant for understanding the antecedents of social views. Their study-related psychological responses to population density in space. Steen Jacobsen and colleagues associate these cognitive and affective responses with the concept of "personal space," observing that impressions of social density might activate the human defense system, including fear and aversion. There is a distinct conceptual distinction between social density (proximity to other people) and physical density (limited freedom of movement). Arousal levels can be increased by "perceived social density," resulting in either positive or negative outcomes and goal-directed behaviours such as negative avoidance or positive approach (Kim, Lee, and Sirgy 2016). People actively seek out crowds in some settings, while they find them incredibly stressful in others.



## 2.3 Timeline Overtourism

1960s: The Club of Rome was founded, and the discussion of "limits to growth" began.



1972: Limits of growth. Club of Rome

1980s: The impacts of overtourism continued to be discussed, as the number of tourists in destinations around the world began to increase. Find the limit on the number of tourists who could visit without serious negative consequences.



1990s: The term "tourismophobia" emerged

1960s

1965

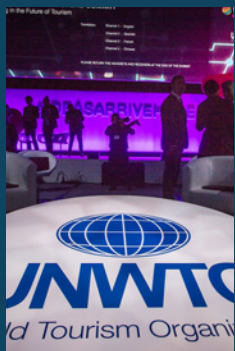
1972

1975

1980s

1985

1990s



1965: The World Tourism Organization (UNWTO) was established, marking the beginning of formal global tourism ecology. The first mention of "tourism ecology" by Robert E. Caughley, a British geographer.

1975: The UNWTO released their first official position paper on "Sustainable Tourism Development", laying the groundwork for the modern conversation on sustainable tourism. The first definition of "sustainable tourism" is given by the World Commission on Environment and Development (WCED).

The UNWTO released their second official position paper, "Sustainable Tourism: A Global Perspective", which focused on the importance of managing tourism growth in a sustainable way.



1995: The UNWTO released their third official position paper, "Sustainable Tourism: A Framework for Action", which focused on how to manage tourism growth in a sustainable way. The Global Sustainable Tourism Council (GSTC) is founded to promote responsible tourism practices worldwide.



2010s: The impacts of overtourism become increasingly recognized, and the discussion of how to manage and limit tourism growth in order to protect destinations and local communities continues.

1995

2000

2005

2010

2015

1995: The UNWTO released their third official position paper, "Sustainable Tourism: A Framework for Action", which focused on how to manage tourism growth in a sustainable way. The Global Sustainable Tourism Council (GSTC) is founded to promote responsible tourism practices worldwide.

2005: The UNWTO released their fourth official position paper, "Sustainable Tourism: Guidelines for Governments", which focused on how governments can help manage tourism growth in a sustainable way.

2015: The UNWTO released their fifth official position paper, "Sustainable Tourism: Principles and Practices", which focused on how to manage tourism growth in a sustainable way.

Overtourism has been the subject of discussion since the founding of the Club of Rome in 1960 when the discussion of "limits to growth" began. In 1965, the World Tourism Organization (UNWTO) was established, marking the beginning of formal global tourism ecology. In the 1980s, the impacts of overtourism became increasingly apparent as the number of tourists in many destinations around the world increased. The UNWTO has released several position papers on tourism sustainability, focusing on the sustainable management of tourist growth. Throughout the 2000s, the impact of overtourism became increasingly recognized, raising discussion on how to limit tourism growth to protect destinations and local communities. In 2019, the effects of overtourism continued to be recognized, especially about the Covid-19 pandemic.

## 2.4 Macro case studies

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Roland Berger conducted a study on a sample of 52 European cities, four Italian, to measure and compare the levels of overtourism attained in the various destinations in 2017. This study only considers two key indicators: the annual total of overnight stays in relation to the population, and the creation of value, as measured by average revenue per available room (revenue per available room or RevPAR). According to the company, these parameters allow for a general measure of overtourism because they represent the phenomenon and are especially suitable for comparisons between two or more cities. Six clusters, or groups of cities with similar characteristics, were identified using 2017 data.

The "Peak Performance" cluster, which accounts for 8% of the cities in the sample, comprises destinations with high levels of tourist intensity and a solid ability to create value. Paris is one such example.

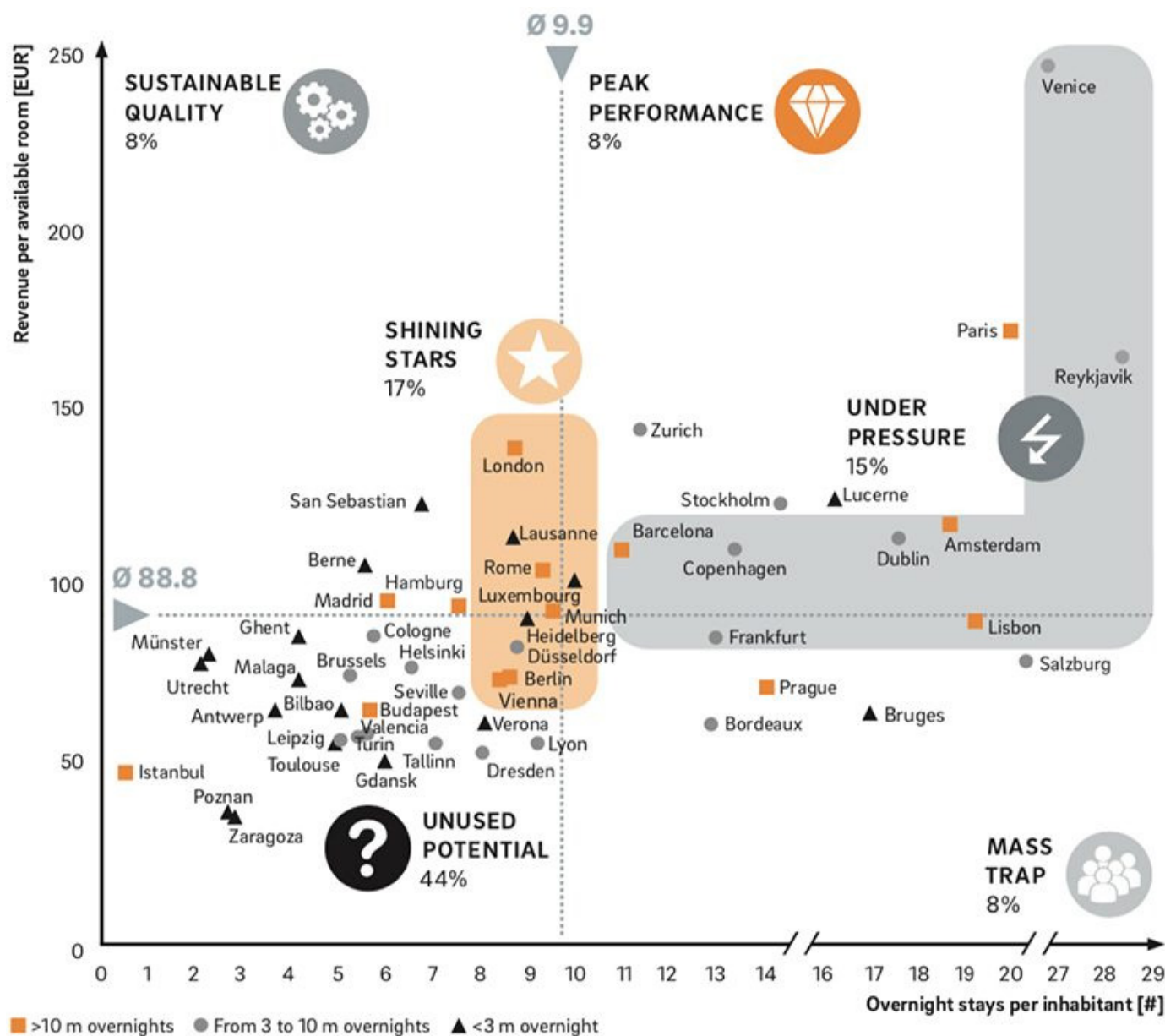
The "Shining stars" cluster, which accounts for 17% of the sample, includes destinations where tourism development is coordinated with urban development, resulting in long-term growth. Cities such as Rome, London, and Vienna are examples.

The "Sustainable quality" cluster, which accounts for 8% of the sample, includes destinations with a low tourist intensity but a high ability to create value. Madrid and Hamburg are such examples.

The "Mass Trap" cluster, which accounts for 8% of the sample, includes destinations with high tourist intensity but limited ability to create value. These locations are now caught in the 'trap' of mass tourism, and it is recommended that action be taken as soon as possible to limit the number of accesses in the most congested areas. Prague, the Czech Republic's capital, is one example.

The "Under Pressure" cluster, which accounts for 15% of the sample, includes destinations with extremely high tourist intensity but relatively low value derived from it. Among these are the cities of Amsterdam, Barcelona, and, most notably, Venice. Although Venice's capital is ranked first in terms of value creation, the city is undoubtedly a victim of mass tourism, and its historic center is experiencing a slow but steady demographic crisis. These factors, along with the fact that the city is in danger and risks to disappear due to subsidence and rising sea levels, have prompted this study to label Venice as an 'under pressure' destination.

The final cluster, which comprises 44% of the cities studied, includes destinations whose tourist potential has yet to be fully understood or exploited, such as Verona. In this case, both of the indicators considered have values lower than the sample average. Depending on the policies implemented, these destinations will migrate over time to different clusters, developing or not overtourism situations.



Roland Berger's study confirms that, at least until recently, most European destinations pursued short-term policies aimed solely at increasing tourist flows while neglecting to develop the qualitative dimension of tourism. Only a few cities, such as Paris, have successfully managed the increase in presence. The company has created a matrix that represents the tourist pressure on a specific destination about the destination's ability to create value for instant visual comparison.

Source: STR Global, TourMis, Roland Berger - "Overtourism" in Europe's cities: Action required before it's too late" 2018

03

*CONCEPTUAL FRAMEWORK*





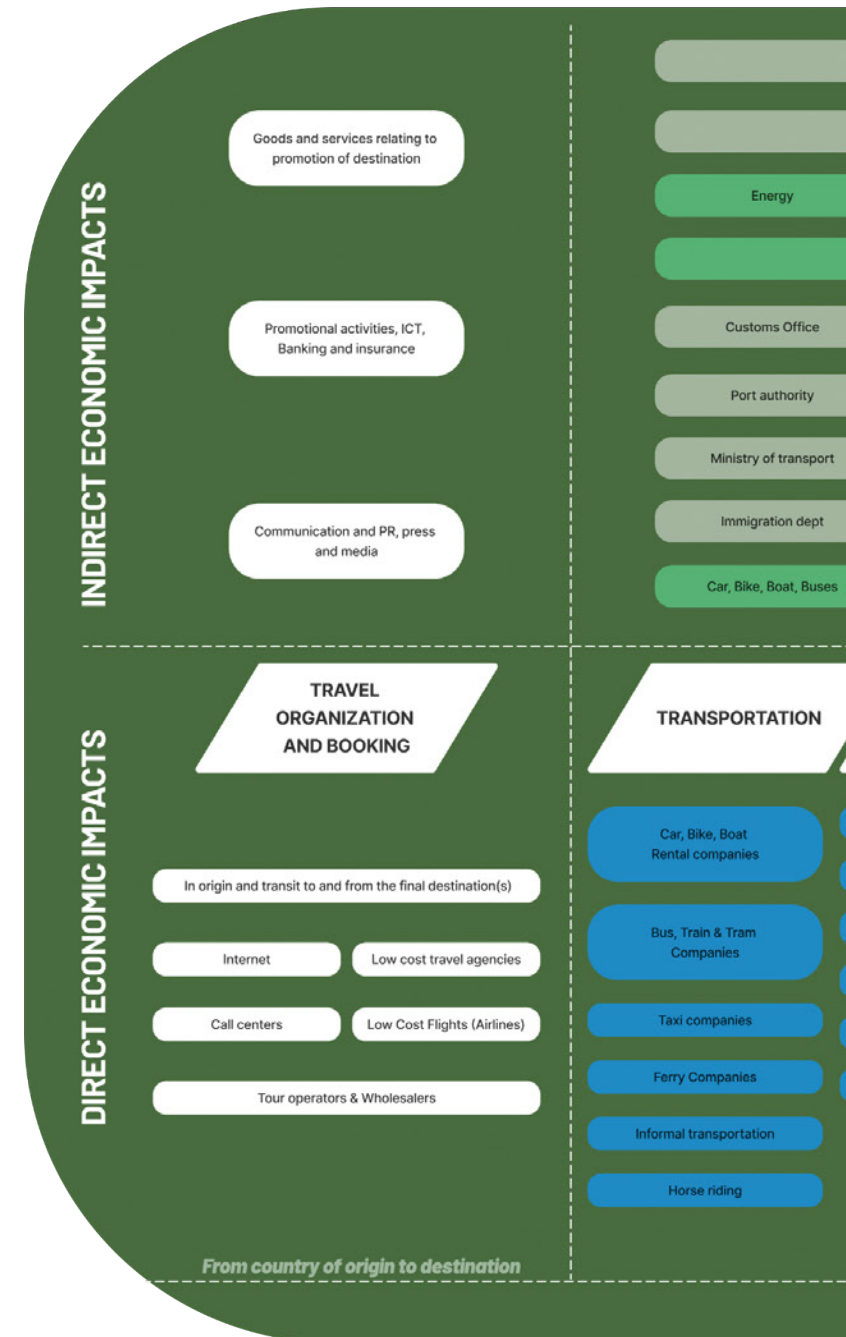
/Imagine prompt: visual representation  
regenerative Tourism, degrowth

### 3.1 From Business as Usual into a Shift Paradigm.

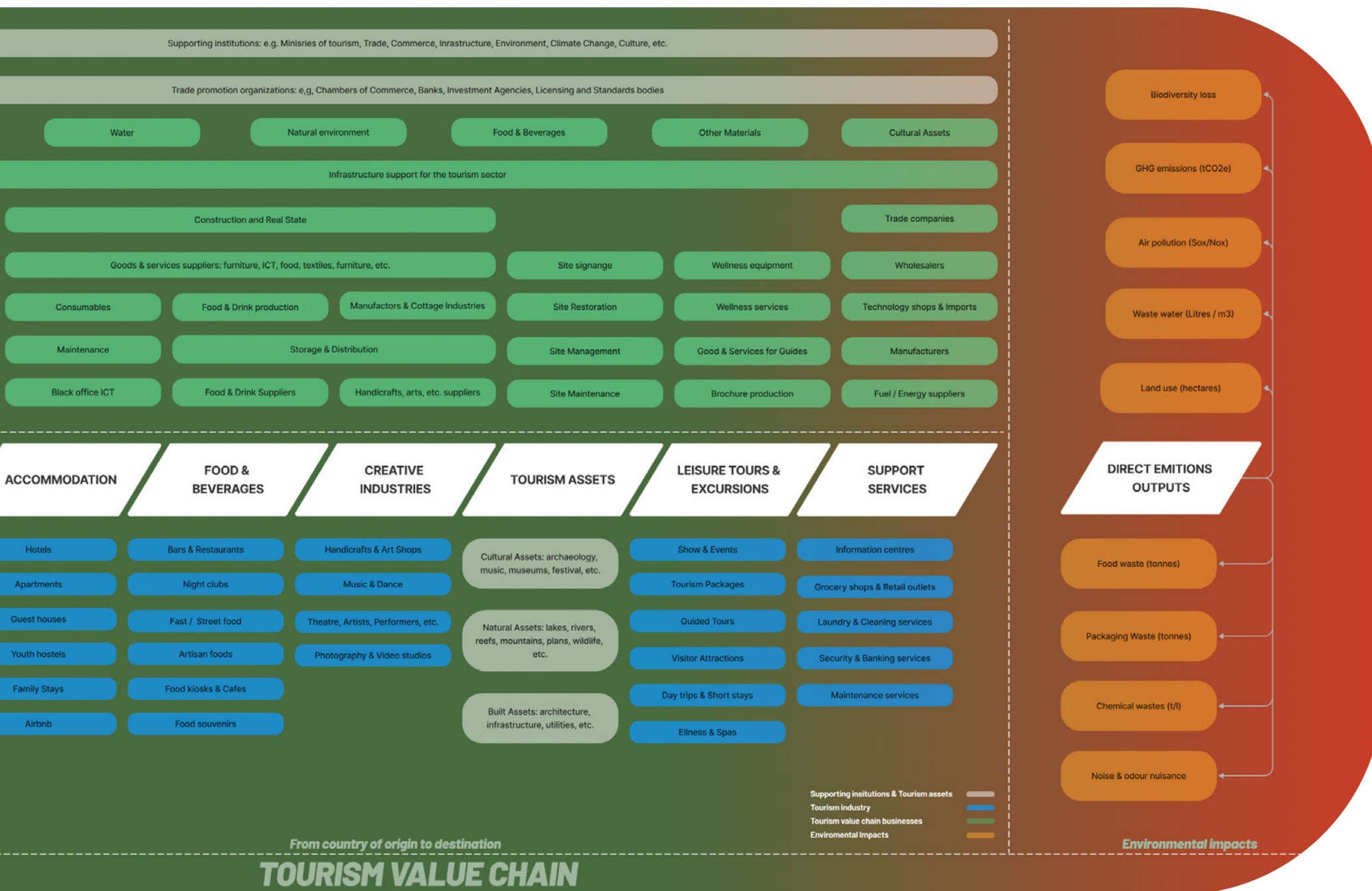
The growth of capitalism has reinforced traditional scientific thinking, which has long promoted the idea of a separation between man and nature. This has resulted in a paradigm in which humans dominate nature and see it as a source of free resources for creating economic wealth. However, with the massive environmental crises that have occurred around the world, it is becoming increasingly clear that nature is fighting back. This has necessitated a paradigm shift that will redefine tourism and its effects.

Tourism is currently viewed as a linear system based on a 'business-as-usual' approach of consuming resources and producing waste even worse after the Covid-19 crisis. This linear approach ignores tourism's long-term effects on nature, local communities, and future generations. As a result, we must strive to shift to a regenerative tourism model that nourishes the places, environments, and communities that are visited. This shift from linear to regenerative thinking would necessitate a shift from scientific thinking to integrated intelligence Dredge Dianne (2022).

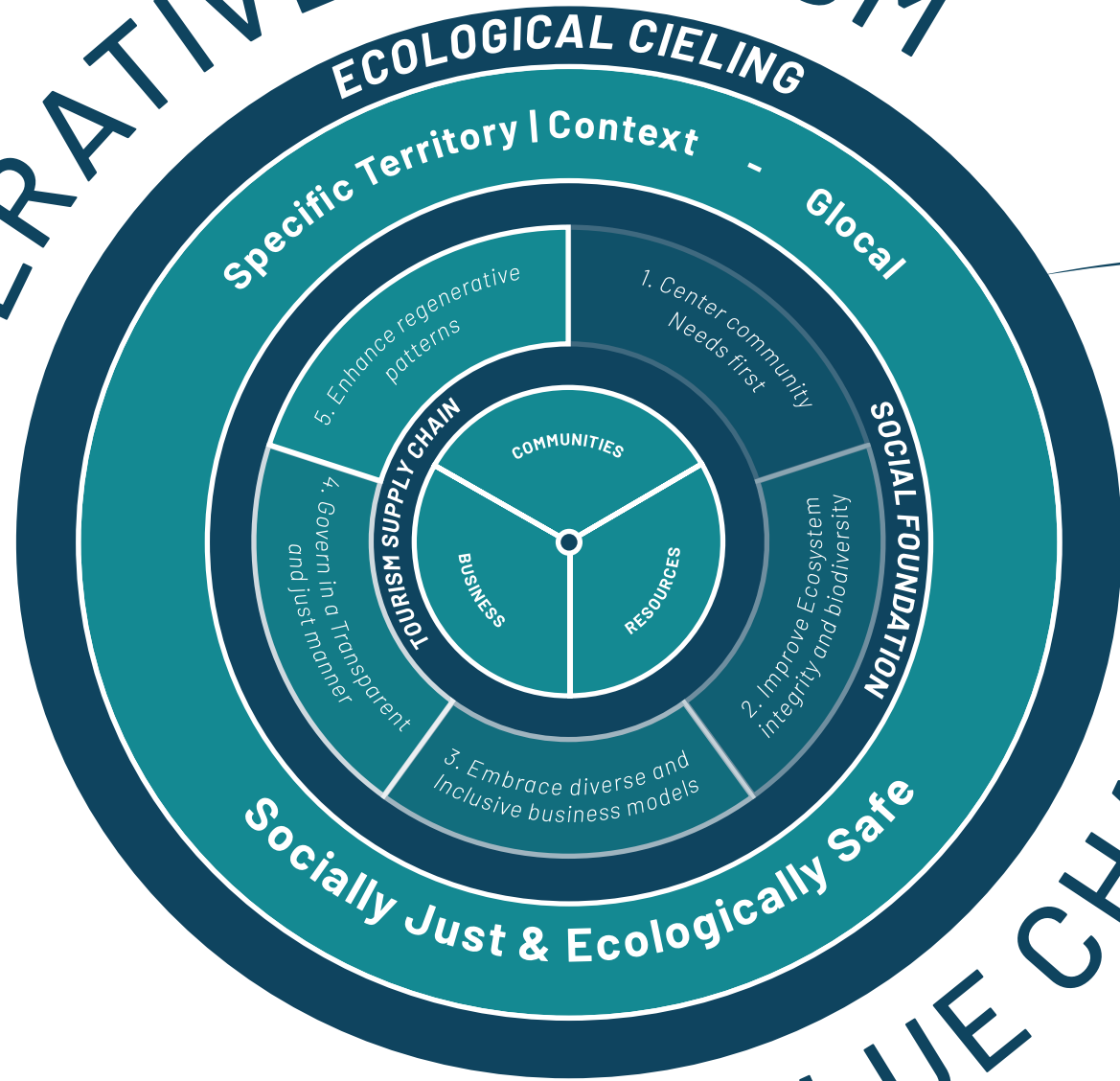
This paradigm shift is driven by community conversations that nurture and enrich creativity, ingenuity, and confidence through sharing knowledge and resources. This shift from a linear system to a regenerative tourism system is essential for environmental sustainability and the well-being of local communities. Regenerative tourism invests back more than it takes, aiming to restore the energy and resources taken from the environment rather than simply exploiting them for economic gain.



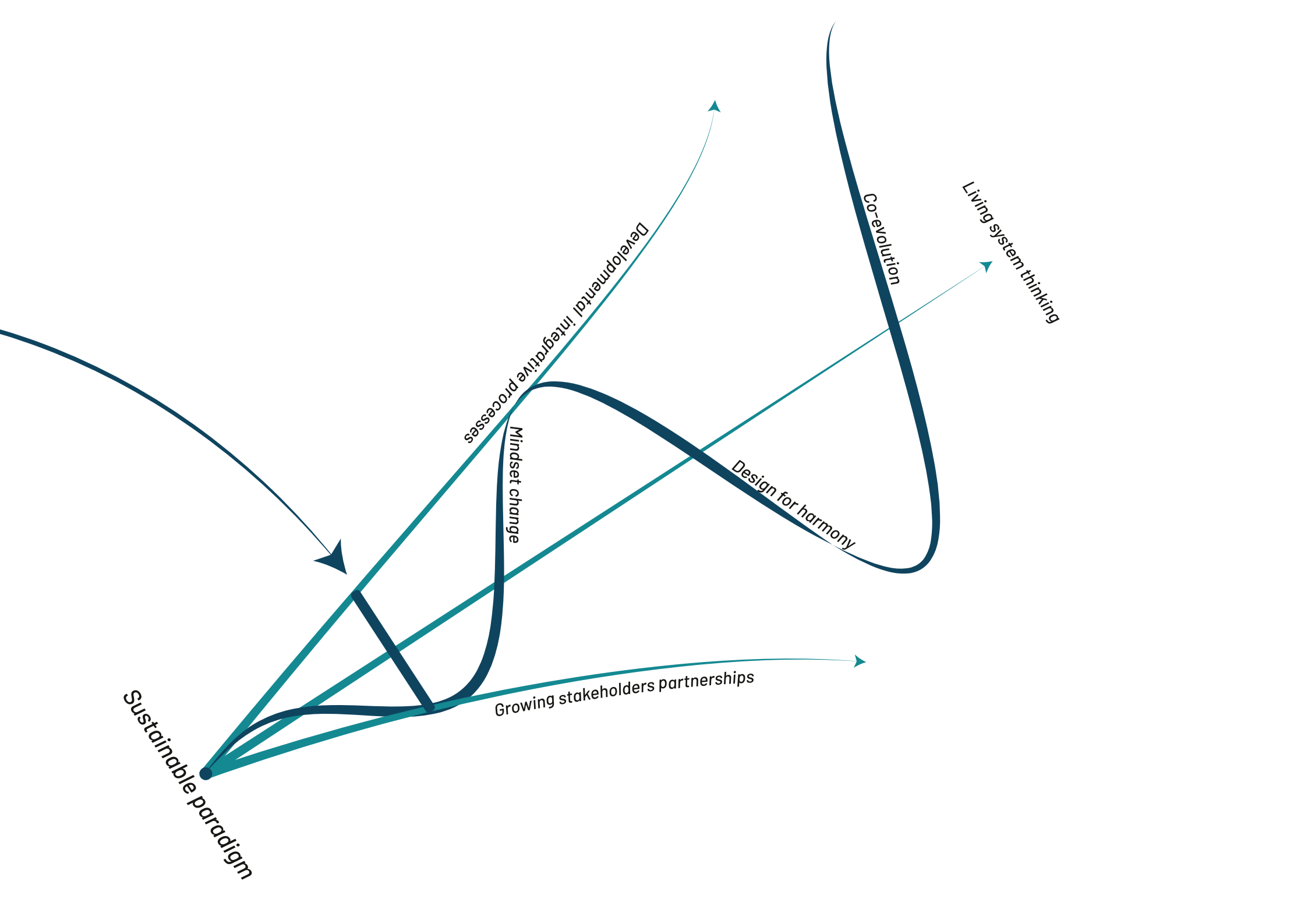




REGENERATIVE-TOURISM

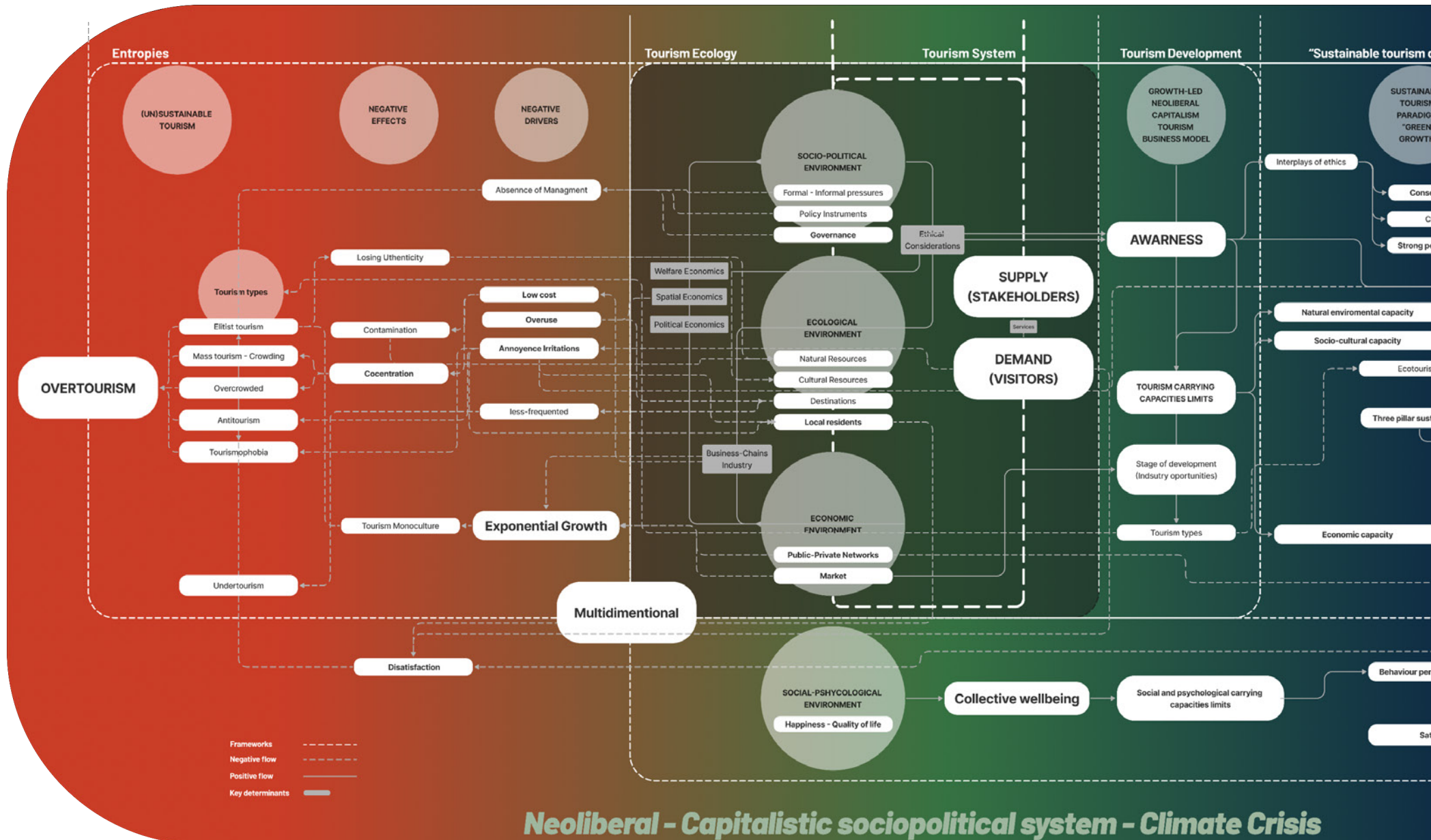


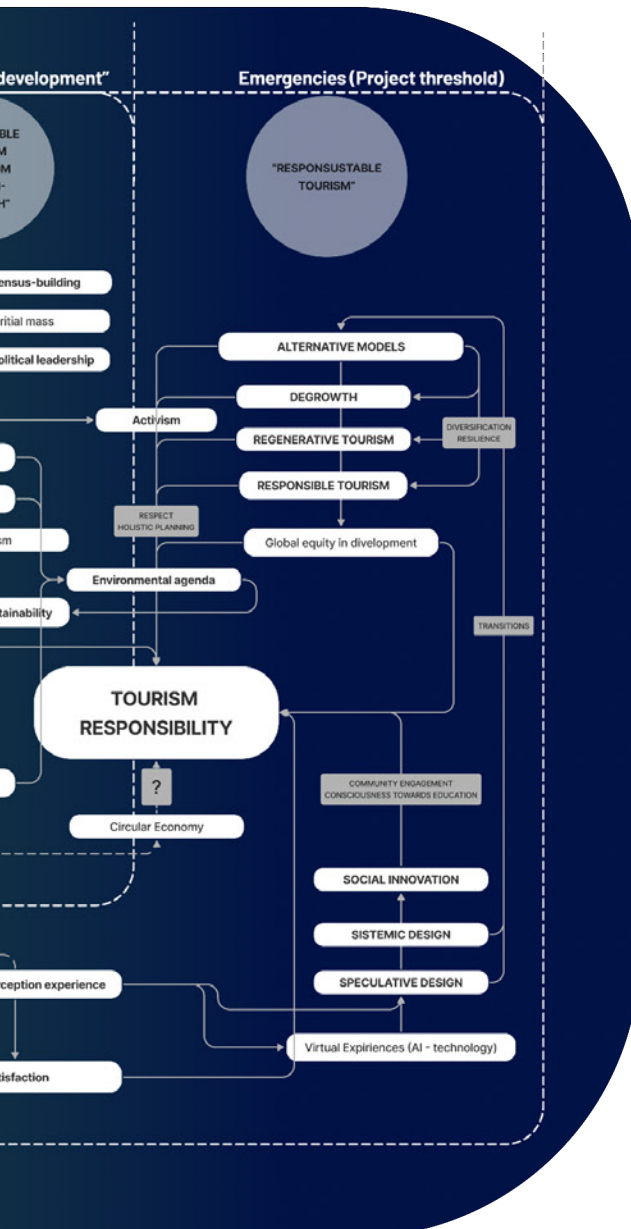
VALUE CHAIN





### 3.2 Core Concepts & Map tourism study system





### 3.2.1 Tourist identity

The figure of the tourist has gradually evolved, and with it, the urban fabric has to cope with all the new needs.

In the beginning, the tourist was forced to leave his comfort zone because, most of the time, what was presented to him was a landscape completely different from that of his hometown. With globalization, the landscape of cities has undergone a gradual and radical transformation, bringing them to some extent to take on a similar form to one another, particularly in the larger inhabited centers and those of greater tourist interest.

This upheaval of city landscapes and accessibility to tourism for an ever-greater number of people has set off a series of cycles in which the tourist's desire to receive new stimuli is limited by the fact that they can choose not to have them because in every city they can find familiar shops and restaurants, which then create a layer above everything that territory truly is, thus offering a concrete offer to a potential visitor, but a sort of mirage that only wants to make the tourist feel at home when they are abroad.

To add to this, all activities that are purely born to attract and entertain tourists add a layer to reach genuine "authenticity" in the experiences made as a discoverer of a different reality. Furthermore, in recent years, there has been a need to rediscover this authenticity and shake off these false filters that obscure and distort the view of visitors.

This map expresses the current state of the tourist system and its potential evolution, starting from the left we have the rooted system at the moment and as we move to the right, the paradigm shift we want to implement takes shape.

### 3.2.2 Tourism Ecology

The tourism ecology paradigm, which has its roots in the tourism industry, is an essential part of the sustainability discussion. This has resulted in a greater understanding of the importance of holistically considering tourist destinations as part of the tourism business and broadening the definition of the ecological environment to include not only the natural environment but also the cultural and social environment. To effectively bridge the gap between sustainability concepts and implementation, the interaction of ethics, stakeholders, critical mass, and consensus building are essential socio-political enablers that should be leveraged. This is especially important as the overtourism debate highlights the importance of including political processes and stakeholder rights.

A strong sustainability ethic led by governments, the private sector, public-private networks, and communities, a focus on spatial and socio-political boundaries, and active coordination between planning, socio-political processes and systems, governance, management, media, and community involvement is required to ensure sustainable tourism.

### 3.2.3 Green growth

Because of growing concerns about the negative impact of the travel industry on the environment, the concept of sustainable tourism has gained prominence in recent years. Sustainable tourism aims to reduce negative impacts while providing a positive experience for visitors, the industry, the environment, and local host communities. The UN Environment Programme and the UN World Tourism Organisation (UNEP & WTO, 2005; UNWTO, n.d.) define sustainable tourism as "tourism that takes full account of its present and future economic, social and environmental impacts."

To accomplish this, sustainable tourism initiatives have been implemented worldwide to reduce tourism's environmental footprint. Examples of such initiatives are reducing bed linen washing, eliminating food buffets to reduce food waste, and asking guests to conserve water. While these efforts are a good starting point for educating guests and reducing environmental impact, they still need more financial decisions. In a broader sense, sustainable tourism refers to the tourism industry's long-term economic, social, and environmental viability. To that end, the UNWTO provides a more comprehensive conceptual definition of sustainable tourism that expands on the shorter definition. This expanded definition recognizes the importance of informed stakeholder participation, strong political leadership, consensus building, and high levels of tourist satisfaction (UNWTO, n.d.).



However, this definition prioritizes marketing and economic growth while ignoring the quality of life, an essential aspect of sustainability.

"Sustainable tourism lowers the bar for the status quo - it is sustainable as long as it does not degrade a place...I say sustainability, as usual, is insufficient to address the most pressing threats we face: climate change, biodiversity [collapse], and water scarcity" (Maja Tampe TEDxTalks 2020). Overall, sustainable tourism is a complex concept that necessitates understanding tourism's economic, social, and environmental consequences. A truly sustainable tourism industry requires considering all stakeholders, including visitors, industry, the environment, and local host communities. Strong political leadership, informed stakeholder participation, consensus building, and a focus on the quality of life are all required.

### 3.2.4 "Responsustable tourism"

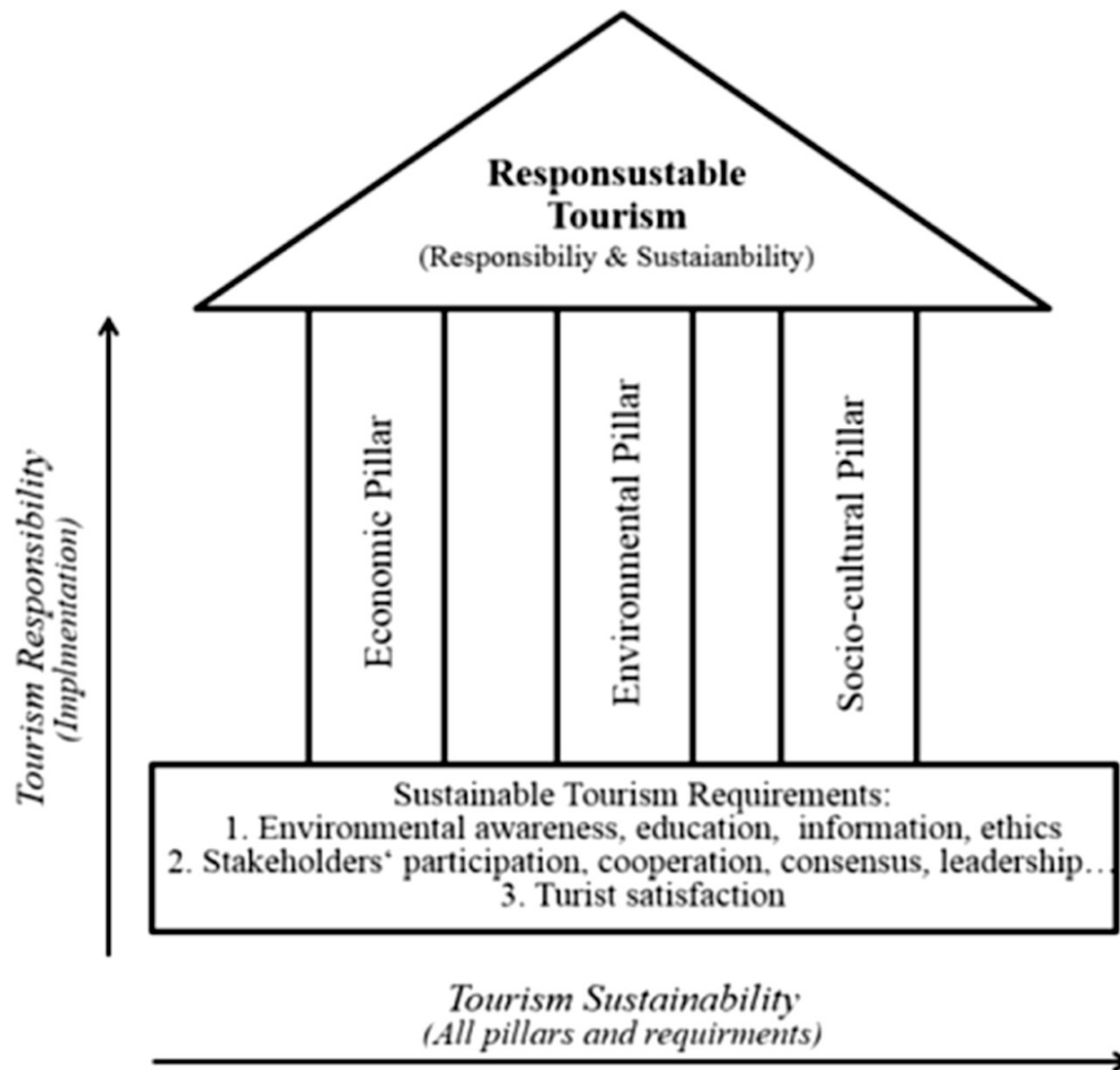
Many organizations and individuals have embraced the idea that tourism should be conducted ethically and sustainably. The term refers to a wide range of tourism-related activities and initiatives. However, it is becoming increasingly clear that the current understanding of responsible tourism is primarily based on sustainable tourism.

It is, therefore, essential to distinguish between these two concepts. Responsible tourism is not synonymous with sustainable tourism but rather a term that describes sustainable tourism because it is conducted sustainably. In other words, responsible tourism is based on appropriate sustainability-oriented strategies and policies and appropriate tourism behavior driven by environmental awareness and ethics.



[https://upload.wikimedia.org/wikipedia/commons/f/f17/Responsible\\_tourism\\_services\\_that\\_considers\\_COVID-19\\_safety\\_protocols.jpg](https://upload.wikimedia.org/wikipedia/commons/f/f17/Responsible_tourism_services_that_considers_COVID-19_safety_protocols.jpg)





This is depicted in Fig X (Tanja Mihalic., 2014), which depicts the sustainable development pillars based on sustainable tourism requirements. A new term has been proposed to reflect better the academic and practical debate and action increasingly referred to as "responsustable" tourism" (Tanja Mihalic.2014).This new term combines the words responsible (behavior-based) and sustainable (concept- and values-based), and it captures the essence of responsible tourism, ensuring that tourism activities are ethical and sustainable.

"Proposed understanding of responsustable tourism (based on the three pillarsand three requirements)".Mihalic, T., Sustainable-responsible tourism discourse e Towards 'responsustable' tourism, Journal of Cleaner Production (2014), <http://dx.doi.org/10.1016/j.jclepro.2014.12.062>

### 3.2.5 Regenerative Tourism.

Regenerative tourism is a holistic approach to travel and tourism that prioritizes the well-being of people, communities, and nature. It is a shift in mindset that prioritizes people's and the planet's health and well-being first and requires individuals and groups to take personal responsibility for the future. It could strengthen local communities, strengthen connections with agriculture and food supply systems, and implement circular economy principles that benefit people's health and well-being by taking a values-based approach. It could also protect natural ecosystems, consolidate and expand local supply chains, and reduce reliance on external markets by making tourism regenerative.

"Regenerative tourism is an approach to tourism management that supports the long-term renewal, flourishing and prosperity of our social-ecological systems. In a regenerative framework, conscious travellers, host communities, businesses, and governments care, connect and contribute to the regeneration of local communities, places, and nature - the assets on which tourism is based. It places equal weight on prosperous local economies and the health and well-being of people, places and nature."

the tourism CoLab (<https://www.thetourismcolab.com.au/>)

One of the key elements of regenerative tourism is the promotion of community-based tourism, which empowers local communities by involving them in the planning and management of tourism activities. This allows them to benefit economically while preserving their culture and traditions.

Another critical aspect of regenerative tourism is the focus on sustainable transportation, such as using electric or hybrid vehicles, biking, or walking. This helps to reduce the carbon footprint of tourism and encourages the use of alternative modes of transportation.

Regenerative tourism also promotes sustainable agriculture and regenerative farming practices, which help to restore the natural environment and biodiversity. This can involve local food production, agroforestry, and permaculture.

Although the concept of regenerative tourism is not new, it has only recently gained traction due to the tireless efforts of thought leaders and practitioners. Parallel to this shift, there is a growing recognition of the value of indigenous knowledge and holistic ways of knowing. This has resulted in a paradigm shift as integrated intelligence challenges the scientific method (Kelly, 2016; Neale and Kelly, 2021).

Neuroscientists have discovered that knowledge and understanding are more than the result of scientific thought and can also arise from the mind, heart, and consciousness. Integrated intelligence recognizes that there are multiple ways of knowing and understanding and that knowledge can be socialized and passed down through generations.

The following are some principles for regenerative tourism propose by the tourism CoLab.

(1) Holistic. Holistic systems approach is multisectoral, multidisciplinary, multi-scalar and multifacing. Tourism does not exist in a silo and should not be managed as one. It has a fractal structure that impacts, directly and indirectly, a range of other sectors and communities of interest.

(2) Nature as our teacher. Design principles can be drawn from nature including supporting diversity, resource optimisation, replenishment and circularity and recognition of the role of nature through form and function, e.g. nodes, edges, pathways, areas, diversity, specialisation, etc.

(3) Care and respect. Mutual respect and do no harm to others, humans and nature are the basis of all action. Instrumental and outsourced notions of responsibility should give way to a personalised ethic of care for all others.

(4) Agency. All actors have agency and unique talents, which should be supported and nourished. Expertise, ways of knowing and creativity are found in diversity.

(5) Dynamic and evolutionary. The tourism system is part of a more complex, dynamic and evolutionary system. Simple fixed solutions like best-practice templates, standards and criteria cannot solve complex dynamic context-dependent challenges.

(6) Collaborative. Genuine and trusting collaboration drives systemic change and innovation. Instrumental public-private partnerships that reflect the self-interest of the parties involved are often met with suspicion at community levels.

(7) Continuous Learning. Continuous reflection and learning are essential for evolution. Building capacity to evolve thinking is the key to innovation. Creating the space to discuss and interpret these directions can create opportunities for the reinvention of tourism in three key areas: systems change, mindset shift and practice (action).





### 3.2.6 Degrowth in Tourism

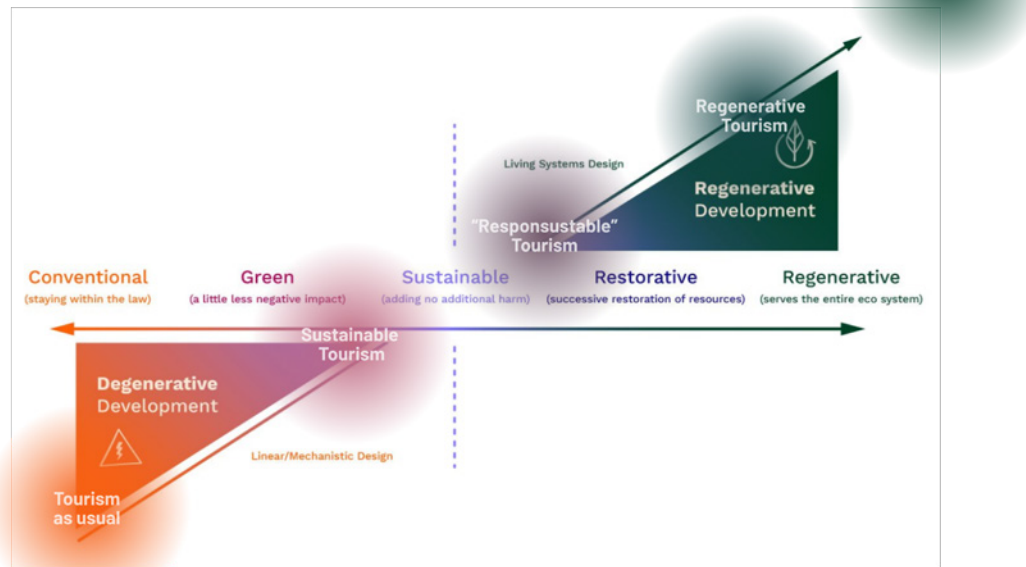
Tourism degrowth is a concept that challenges the traditional notion of economic growth as the ultimate goal of tourism development. Instead, it advocates for reducing the scale and impact of tourism in order to achieve more sustainable and equitable outcomes.

The current tourism growth paradigm is based on the assumption that more visitors equal more economic benefits. However, this approach has had several negative consequences, including overpopulation, environmental degradation, and displacement of local communities. Furthermore, as tourism has grown, the benefits have often been concentrated in a small number of large corporations, while the majority of local communities benefit little or not at all. On the other hand, tourism degrowth aims to reduce the overall scale of tourism while taking specific boundaries into account and redistributing the benefits more equitably.

This can include limiting the number of visitors to a destination, promoting alternative forms of tourism, and implementing measures to ensure local communities are involved in the planning and management of tourism activities. One practical application of degrowth in tourism is the concept of "slow tourism," which encourages visitors to stay longer in a destination and have more authentic and meaningful experiences. This can include staying in small, locally run accommodations, participating in cultural activities, and supporting local businesses.

Slow tourism not only reduces the overall impact of tourism but also promotes a more equitable distribution of benefits among local communities. Another example of tourism repatriation is the imposition of "caps" or "quotas" on the number of tourists permitted in a destination. This can help prevent overpopulation and reduce the negative impact of tourism on local communities and the environment.

## Discussion



The COVID-19 pandemic has led to an influx of new tourism infrastructure projects and visitor economy strategies, many of which focus on eco-labeling, accreditation, and other green initiatives. These government policies aim to support existing value chains and production networks to prevent economic collapse. However, these projects are often based on readily available solutions and do not reflect a significant shift in mindset. Moreover, the pressure to spend the funding and the fast pace of problem-solving often perpetuate the existing system and old thinking.

As a result of neoliberal economic management, policymakers need help to develop new, creative thinking and program designs that could bring about meaningful change. The ongoing debate on the definition of sustainable tourism underlines the importance of understanding the underlying principles and concepts of the tourism industry.

As Catherine Mack notes in "Sustainable Tourism - A War with Words", it is the ability of "good tourism stakeholders" to understand and implement sustainable tourism that will determine its success, not their ability to define it. While definitional debates can be time-consuming and ineffective, explaining the principles of "responsible tourism" to stakeholders is crucial so that everyone is on the same page and working towards the same goal.

In summary, while definitions can embroil us into endless debates, understanding the principles of sustainable, responsible, "responsustainable", regenerative, and degrowth tourism is critical to moving the sector forward and improving it. The COVID-19 pandemic has allowed the tourism industry to reflect and make changes. In order to achieve a better and more sustainable future for tourism, it is important to understand the concepts and principles of sustainable tourism and to engage stakeholders in a shared vision.



/Imagine prompt: visual representation  
Overtourism in Venice, selfie, flooding

04

VENICE LOCAL ISSUES



Venice is a unique city in the world, and it is a fact that Venice is shocking, both physically and culturally. It is a city full of myths and mysteries, where fantasy and reality merge in a dreamlike atmosphere. A city of canals, palazzi, gondoliers, vaporetti, bridges, pluriculture, people, crowding, innovation, art, tradition, and, above all, a seemingly timeless space where past and present intermingle. as Salvatore said, a "thinking machine", a universal toolbox of concepts through which we can "think about the idea of the city itself": "To look at Venice and think only about Venice would be to miss the point completely: The processes that are currently taking place in this city... are to be found everywhere on the planet... Whatever happens in Venice must therefore be studied particularly closely, as it is both a clue and a laboratory for what destiny has in shop for the cities of the future" (Salvatore Settis, 2016).

It is a city that can be experienced as both a physical reality and an ethereal ideal, where the imagination floats and the world seems to remain in a dream-like state. However, Venice is more than just a romantic tourist destination and a "dying city". It is a living, breathing city with a thriving economy and a complicated socio-political history.

After decades of relying on the industrial and commercial sectors, Venice has recently (the 50s) almost wholly converted to a tourist monoculture (Singh et al., 2005) Brugnoli, G. (2008).

While this conversion has brought new money and more employment opportunities to the city, it has also led to mass tourism and price increases that make it difficult for locals to live there. Venice needs to balance tourism and other economic sectors to ensure the city's long-term viability. Furthermore, the city must be guided by the past to work towards a new modernity based on innovation, sustainability, and resilience. If Venice can do this, it may just be able to avoid becoming nothing more than a "Disneyland" in the future.

***"A city built on water. What an impractical but wonderful idea".***

***Jeff in Venice, Death in Varanasi.***

***Dyer Geoff.***



*/Imagine prompt: visual representation  
Overtourism in Venice.*



## 4.1 Past | Present | Future

The Serrendissima is established as a trade post in what is now modern day Venice, Italy. The first recorded instance of overtourism in Venice occurred in the 13th century when the city was a major commercial and political center of the Mediterranean.

Venice becomes an important center of the Renaissance period, with the Serenissima at the center of the movement. Artists, writers, and philosophers flock to the area in search of inspiration and creativity.



Venice had become a popular destination for the world's elite. This led to the rise of luxury accommodations and high prices for locals.

Venice is a major tourist destination, with many of its important cultural sites becoming popular attractions. Venice's iconic gondolas and romantic canals attract visitors from around the world. Tourist guides begin to be published to help visitors explore the city.

13th  
century

14th  
century

15th  
century

16th  
century

17th  
century

18th  
century

19th  
century



The Serenissima begins to develop a reputation as a center for cultural innovation, with a focus on the production of artistic works and the development of new technologies.



The Serenissima is the center of the Venetian Republic, a major center of trade and commerce. The city is also known for its production of fine glass, silk, and lace.

The Serenissima is a major center of learning and culture, with the University of Venice at its heart.

Venice saw a major increase in tourism due to the Grand Tour, a popular trip among the wealthy. This period saw a dramatic rise in overcrowding and the deterioration of Venice's cultural and historical sites.



The Venice Biennale, an international art exhibition, is founded and becomes a major draw for tourism in the city



It is generally agreed that the Venetian tourism revolution began in the early 1970s, when the city began to invest heavily in the development of its cultural and historical heritage, as well as in the development of its infrastructure and services to appeal to tourists.

1835

1887

20th  
century

1970

21th  
century

The opening of the Venice-Vienna railway line allows for easier access to the city from the rest of Europe, further boosting tourism numbers



Venice is featured in numerous Hollywood films, increasing its popularity as a tourist destination



The number of visitors to Venice reaches nearly 29 million, a new record

Venice has undergone significant changes since the 15th century. During the 15th and 16th centuries, Venice was one of the leading maritime powers and a hub of international trade. The city was a melting pot of cultures, with merchants, artisans, and traders from around the world converging on the city to do business. The city was renowned for its architecture and art and was a hub of intellectual and cultural activity.

Over the centuries, however, Venice has faced a series of challenges, including the decline of its maritime and commercial power, the loss of its territories, and the effects of climate change and rising sea levels.

By the 20th century, Venice had become a city in decline, with many residents leaving for economic opportunities elsewhere.



### 4.1.2 Venice Legacy

The city of Venice has a unique and long-standing connection with innovation. From the time of the Serenissima, a powerful maritime republic that lasted from the 8th to the 18th century, the city was known as a center for trade, art, and culture. A commitment to innovation characterized this period; Venice was a center for disseminating knowledge and a source of new ideas.

The Serenissima was mainly known for its progressive system of government, characterized by decentralization and a commitment to local autonomy. The city's ability to remain at the forefront of innovation was further demonstrated in the 19th century when Venice became a center of industry and finance. The city led the way in the development of new technologies and processes and in the establishment of public and private institutions to facilitate access to and use of these innovations.

The city's innovative spirit continues to this day. Venice plays a vital role in the promotion of science and technology and the development of global institutions and policies. The close link between the city and innovation, focusing primarily on aspects of governance, is crucial to understanding the importance of Venice as an incubator of new ideas for addressing the current social, political, and urban problems. (C.Stefano, F.Fausto 2021).



## *10 examples of innovation from the past to look to the future*

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### *The Arsenal*

The Arsenal of Venice was a significant shipyard and naval base in Venice during the Renaissance period. It was one of the largest and most technologically advanced shipbuilding facilities of its time. It played a crucial role in developing the Venetian Republic as a significant naval power.

Innovation was at the heart of the Arsenal's operations. The shipyard was one of the first to introduce standardized shipbuilding techniques and designs, which allowed for more efficient and cost-effective production. This standardization was achieved through specialized production line techniques, which divided the construction process into specific tasks that specialized artisans performed.

In addition to its innovative shipbuilding methods, the Arsenal was also known for its highly skilled workforce. The shipyard employed many skilled artisans, including shipwrights, carpenters, blacksmiths, and carvers, who were trained in the latest shipbuilding techniques and technologies. These craftsmen were responsible for building the ships that formed the backbone of the Venetian navy, including the famous galleys, which were used for both military and commercial purposes.

The Arsenal also played a significant role in developing new shipbuilding technologies. For example, the shipyard was one of the first to introduce the use of iron nails in ship construction, significantly improving ships' strength and durability. In addition, the Arsenal's designers and engineers were constantly experimenting with new ship designs and technologies, leading to the development of new and improved warships, including the galleys and the galleasses.



Taken from [https://live.staticflickr.com/8745/17018199605\\_76cfc60111\\_c.jpg](https://live.staticflickr.com/8745/17018199605_76cfc60111_c.jpg)

## *Glass craftsmanship*

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Venice has long been renowned for its artistic heritage and innovative spirit, particularly in the realm of glass handcrafting. For centuries, the city has been at the forefront of glassmaking technology, developing new techniques and styles that have set the standard for the rest of the world. From the 15th to the 19th century, the glass handcrafting of Venice was a hallmark of the city's cultural and economic prosperity. In this paper, we will explore the history of Venetian glassmaking and how it has evolved over time to become one of the most prestigious forms of glass art in the world.

The earliest known examples of Venetian glass date back to the 11th century, and by the 15th century, the city had become a major center of glass production. The glassmakers of Venice were known for their creativity, using various techniques such as enamel and gold leaf to produce intricate and ornate works. The city was also renowned for its innovative use of color, with glassmakers experimenting with new methods of incorporating colored glass into their designs.

One of the key innovations of Venetian glassmaking was the introduction of the *cristallo* technique in the late 15th century. This technique involved the use of a clear glass that was free of impurities and had a high refractive index, allowing light to pass through it with great clarity. The use of *cristallo* opened up new avenues of artistic expression for Venetian glassmakers, and it became the defining characteristic of their work.

Over the centuries, the glassmakers of Venice continued to refine and perfect their craft, developing new techniques and styles that set them apart from their peers. One such technique was the use of *murano*, a term used to describe the intricate, layered designs that were created by fusing different layers of colored glass together. This technique was highly prized and became a hallmark of Venetian glassmaking, with *murano* glass objects being sought after by collectors and art lovers alike.

The glass handcrafting of Venice reached its peak in the 19th century, with the city's glassmakers producing some of the most elaborate and beautiful works in the history of glass art. However, with the advent of industrialization and mass production, the handcrafted glass industry in Venice declined, and many of the city's glassmakers were forced to close their workshops.

Today, Venetian glass remains one of the most prized forms of glass in the world, with pieces being displayed in museums and private collections around the globe. In conclusion, the glass handcrafting of Venice is a testament to the city's innovative spirit and artistic heritage. From the 15th to the 21st century, the glassmakers of Venice have continued to push the boundaries of glassmaking technology, producing some of the most beautiful and intricate works of art in the world. The legacy of Venetian glassmaking lives on, and it is a testament to the enduring spirit of innovation and creativity that has made Venice one of the world's most beloved cultural centers.







## *The Stamp*

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The Venetian Republic existed from the late Middle Ages to the 18th century and was a significant center of trade and commerce in Europe. One of the ways that the Venetian Republic maintained its economic power was through the use of stamps, also known as "chamber marks." The Venetian Republic was the first in Europe to implement the use of stamps on its goods, and this innovation helped increase trade efficiency and reliability.

The use of stamps in Venice dates back to the 14th century when they were first used to mark goods traded in the city. Over time, the use of stamps evolved to become more sophisticated, and by the 15th century, the Venetian Republic was using stamps to regulate trade, track goods, and prevent fraud. The stamps were used to indicate the quality of goods and to authenticate the origin of goods, which helped to ensure that goods were of a consistent standard and to reduce the risk of fraud.

One of the innovations of the Venetian stamp system was using multiple stamps to indicate different aspects of the quality of goods. For example, there were stamps to indicate the weight of goods, stamps to indicate the quality of goods, and stamps to indicate the origin of goods. This allowed for a more sophisticated quality control system and provided a level of trust between buyers and sellers.

The Venetian stamp system was not only used for goods traded within the city but also for goods that were exported to other parts of Europe. This helped to increase the efficiency and reliability of trade, as buyers and sellers could be confident in the quality of goods being traded. The use of stamps was so successful that other European cities adopted it, and it helped establish the Venetian Republic as a major center of trade and commerce.

In conclusion, the use of stamps in Venice was an innovative practice that helped to increase the efficiency and reliability of trade. It provided a level of trust between buyers and sellers and helped establish the Venetian Republic as a major center of trade and commerce in Europe. The success of the Venetian stamp system was so great that other European cities adopted it, and it remains an essential aspect of the history of trade and commerce in Europe.



## *The Patent*

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The patent system in Venice was innovative in many ways during the medieval and Renaissance periods. Venice was one of the first cities in Europe to establish a formal patent system, which provided a way for inventors and entrepreneurs to protect their ideas and products from imitation. The patent system in Venice was a unique combination of state regulation and market incentives, and it played a crucial role in developing the Venetian economy.

The first recorded patents in Venice were granted in the late 13th century, and the system was officially established in the early 15th century. The Venetian Republic was a mercantile state that relied on trade, and the patent system was designed to encourage innovation and protect the state's interests. The patents were granted for a limited time, usually ten years, and were subject to state regulation and oversight. In exchange for the protection provided by the patent, the patent holder was required to share the knowledge and technology of their invention with the state.



taken from: [https://media.snl.no/media/176192/standard\\_compressed\\_Gustaf\\_Wilhelm\\_Palm3.jpg](https://media.snl.no/media/176192/standard_compressed_Gustaf_Wilhelm_Palm3.jpg)



## *Tolerance and Integration*

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In the 15th and 16th centuries, Venice was a bustling commercial hub and a significant trade center between Europe and the Ottoman Empire. The city was home to various ethnic and religious groups, including Christians, Jews, and Muslims. Despite these various communities' presence, Venice maintained a relatively stable and harmonious society. This was in part due to the city's political structure, which was based on a complex system of checks and balances that allowed for the peaceful resolution of disputes and the preservation of individual liberties.

One of the critical factors that contributed to the success of Venice's approach to tolerance and integration was the establishment of the Ghetto, a neighborhood where Jews were required to live. Although the Ghetto was established initially to control the Jewish community, it eventually evolved into a vibrant center of Jewish life, culture, and commerce. This allowed the Jews of Venice to maintain their own cultural and religious traditions while also participating in the broader life of the city.





## *Social Politics*

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One of the critical areas where Venice was particularly innovative was its approach to poverty. Venice was one of the first cities in Europe to establish a system of state-supported hospitals and orphanages. The Ospedale degli Incurabili was founded in 1487 and was one of the largest hospitals in Europe at the time. It provided care for the sick and the elderly, who would otherwise have been left to die on the streets.

In addition to its hospitals and orphanages, Venice was the first city in Europe to establish a pension system for the elderly. This was a significant innovation at the time and helped to ensure that the elderly would not fall into poverty as they aged. The pension system was also a model for other European cities to follow and was later adopted by other states, including France and England.

Another innovative social policy was Venice's approach to the treatment of prisoners. Venice was the first city in Europe to establish a system of prisons, which were used as a means of rehabilitation rather than punishment. The prisoners were allowed to work and learn a trade to re-enter society as productive citizens. This starkly contrasted with the harsh treatment of prisoners in other parts of Europe, where they were often subjected to cruel punishments and conditions that amounted to torture.



<https://picryl.com/media/before-st-marks-and-public-hospital-venice-italy>

## *Anti-pandemic measures*

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One of the most innovative measures implemented by the Venetian government was creating a comprehensive quarantine system. The system was first introduced in the 16th century and was considered one of the most advanced in Europe. It involved the creation of quarantine islands, where ships arriving from infected areas were required to anchor and their passengers were screened for symptoms of disease before they were allowed to disembark. This helped prevent disease spread from infected ships to the mainland.

In addition to the quarantine system, the Venetian government also implemented measures to improve hygiene and sanitation. The government provided clean water and improved waste management systems, encouraging citizens to maintain good hygiene practices, such as washing their hands frequently.

Another innovative measure implemented by the Venetian government was the creation of a professional medical corps, the Schola Medica, responsible for treating patients and researching infectious diseases. This helped to improve the quality of medical care and reduce the spread of disease in the city.





## *The Theater*

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One of the significant innovations of Venetian theater was its use of elaborate sets and special effects. The theater was designed to be a sensory experience with intricate sets, costumes, lighting, and sound effects. For example, Venice was one of the first cities to use stage machineries, such as trap doors and moving platforms, to create a more immersive experience for the audience.

Venice was also a pioneer in developing new theater forms and styles. For example, the city was home to the first public opera house, the Teatro San Cassiano, which was built in 1637. This theater was the birthplace of many of the earliest operas and played a crucial role in establishing the opera as a distinct form of musical theater.

Another major innovation of Venetian theater was its use of musical interludes, known as intermezzi, performed between acts. These intermezzi often featured elaborate musical and dance performances, which helped keep the audience entertained and engaged during the breaks between acts.



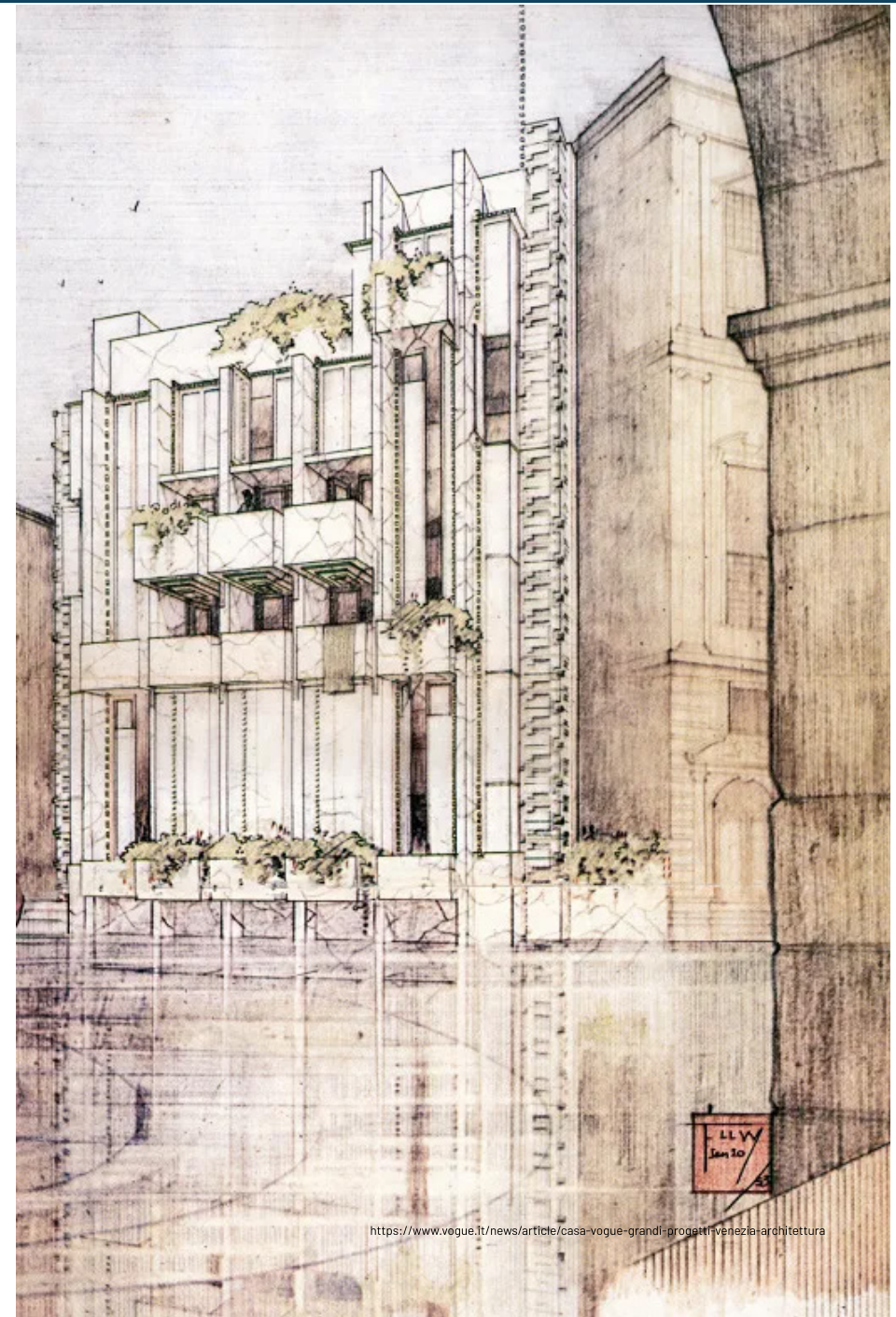
Teatro La Fenice



## *Urbanism and modernity*

Venice has a rich and storied history of urban planning and architecture, dating back to the medieval period when the city was first established. However, in the 20th century, Venice faced new challenges as the city grew and modernized. One of the key figures in the modernization of Venice was the Swiss architect Le Corbusier, who significantly impacted the city's urban planning and architecture during his time there.

When Le Corbusier arrived in Venice in the 1920s, he was immediately struck by the city's unique character and history. He saw Venice as a city in desperate need of modernizing and streamlining its infrastructure and as a city that needed to maintain its unique character and cultural heritage. He began to develop plans for the city that would take into account both these needs.





## *The Governance*

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In Venice, the power was divided between different branches of government, with the Doge as the head of state, the Great Council as the legislative body, and the Council of Ten as the executive branch. This division of power helped to prevent corruption and promote accountability, and it was a significant factor in the stability and prosperity of the city-state.

One of the Venetian governance's most innovative aspects was using consiglieri, or advisors, to assist the Doge and the Council of Ten in decision-making. These advisers were selected from among the most capable and trustworthy members of the merchant class. They provided expert advice on various issues, from military strategy to trade negotiations.

Venice was also known for its commitment to the rule of law.

The city-state had a comprehensive legal code applied fairly and consistently. It was one of the first cities in Europe to establish a system of public prosecutors. This helped to promote social stability and to prevent the abuse of power by the wealthy and influential.



### 4.1.3 Venice Value

The emphasis on Venice as a global icon and its preservation as an architectural museum for tourists fundamentally misunderstands the value of the city and negatively impacts its residents. Venice's cultural heritage combines its physical appearance and socio-political context, and it is a living entity shaped by its residents. The balance of tourism and the presence of residents is essential to maintaining the city's soul. However, the dominance of tourism has eroded its diversity and sociocultural identity.

There is a need to re-evaluate the relationship between tourism and the local population and to find a balance that supports both.





## 4.2 Context

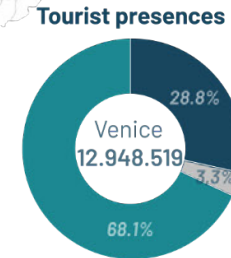
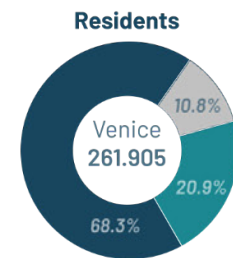
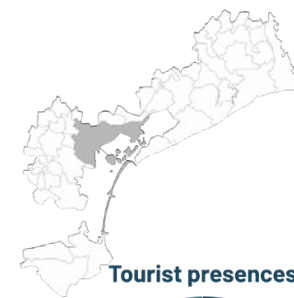
### 4.2.1 Map geography/Map industry

Venice is a stunning city known for its canals, glassblowing, and lack of motorised vehicles. Since the Middle Ages, tourists have been drawn to this unique way of life. The number of available guest beds increased 357% in 22 years, from 12,995 in 1997 to 59,373 in 2019. (Smith Carolyn, Da Mosto Jane 2020). The resident population, on the other hand, has steadily declined, from 76,007 in 2000 to 51,550 in 2020. (OCIO, 2022). As a result, UNESCO Venice has set a deadline of 2021 for tourism to reduce its environmental impact or risk being placed on the endangered list.

To combat the city's economic and demographic crisis, the tourism boom began in the 1950s. While the resident population declined, tourism provided economic benefits to a large number of people. Today, Venice attracts 26-30 million visitors per year, with 9 million tourists and 16-21 million day trippers (Warren, 2020). This influx of visitors has resulted in a tourism pressure index of 10.34, which is higher than the 6.28 in Florence and 3.14 in Rome (Giuseppe Tattara 2017). To meet the high tourist demand, accommodation in the historic centre is expensive, whereas it is much cheaper on the outskirts. As a result, instead of staying in the city, tourists frequently choose day trips.

Italy

## VENEZIA Centro H.



■ Mainland  
■ Historic C  
■ Lido

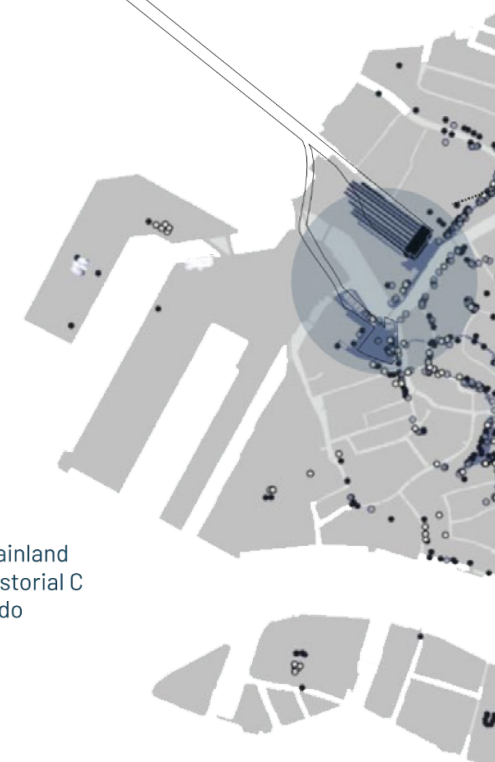
**TOTAL AREA:** 3KM2  
**Population:** 51.550  
**Bedplaces:** 53.790  
**Density:** 11,500 pop/km2  
**Tourist annually:** 20,000,000  
**Tourist daily :** 80k - 90k average

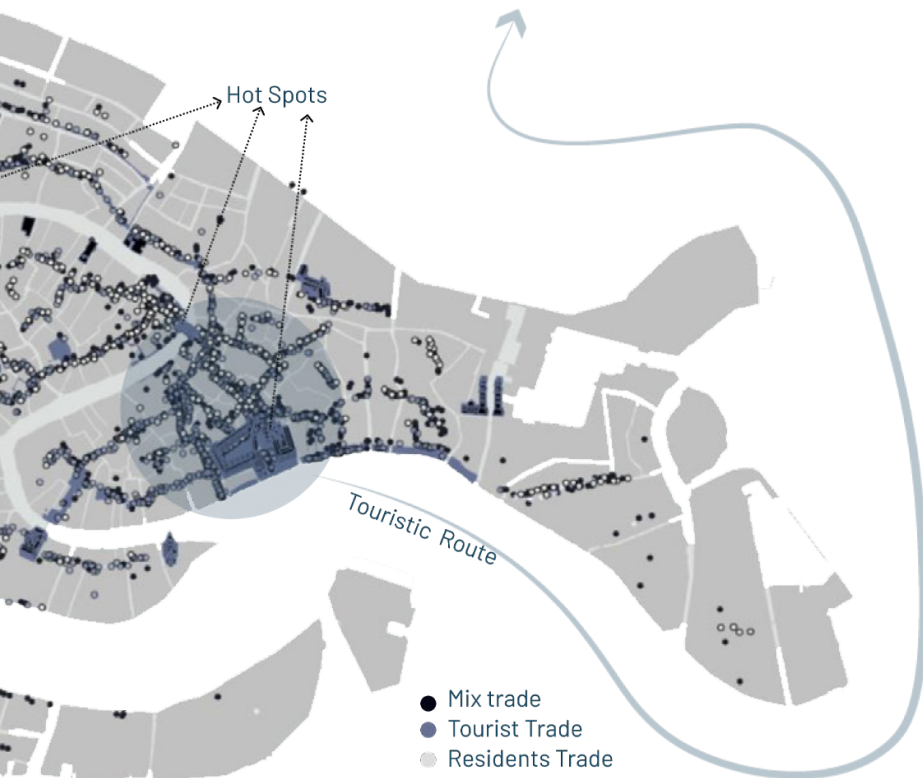
### Transportation Arrivals :

Plane:	53%	Bus:	3%
Train:	27%	Cruise Ship:	1%
Car/motorcycle:	16%	Motor vessel:	1%

**353**  
TOURIST  
Number of tourist for every resident in the city every year

**247**  
TOURIST  
Of 353 are visitors hit-and-run, who do not stay in town but go around for the call only for a few hours.





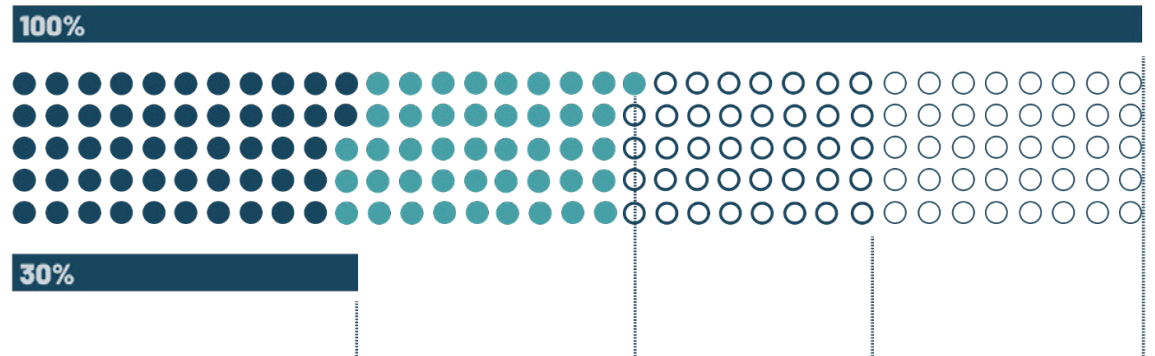
**26 THOUSAND** Visitors per square kilometer. This is the pression tourist record registered.

**90 THOUSAND** Almost people that arrive daily to the city. Even if it is no possible to estimate the correct number.

**10.34** Tourist pressure index

**32%** From 2000 to 2020 Decrease in the Resident Population.

## Demography



**51 550**  
2021 Population

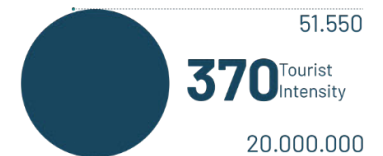
**80 000**  
Tourist daily

**135 000**  
Ideal Population

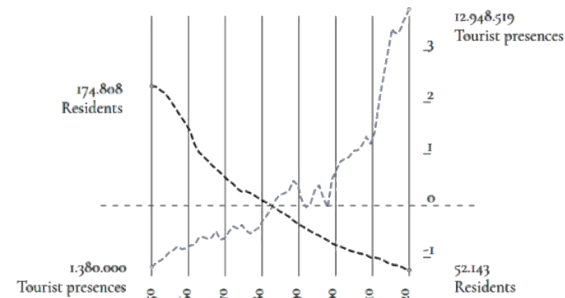
**174 808**  
1951 Population

**12.948.519** Number of tourist (2019)

**52.143** Number of residents (2019)

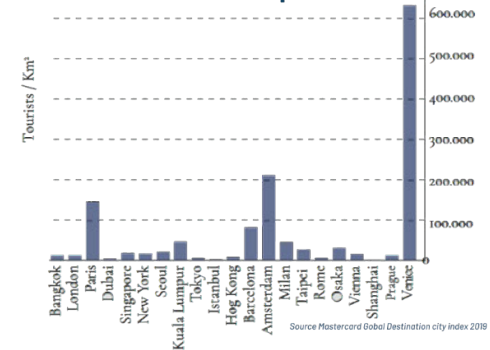


### Tourist vs Residents



Source Mastercard Global Destination city index 2018

### World Capitals of Tourism



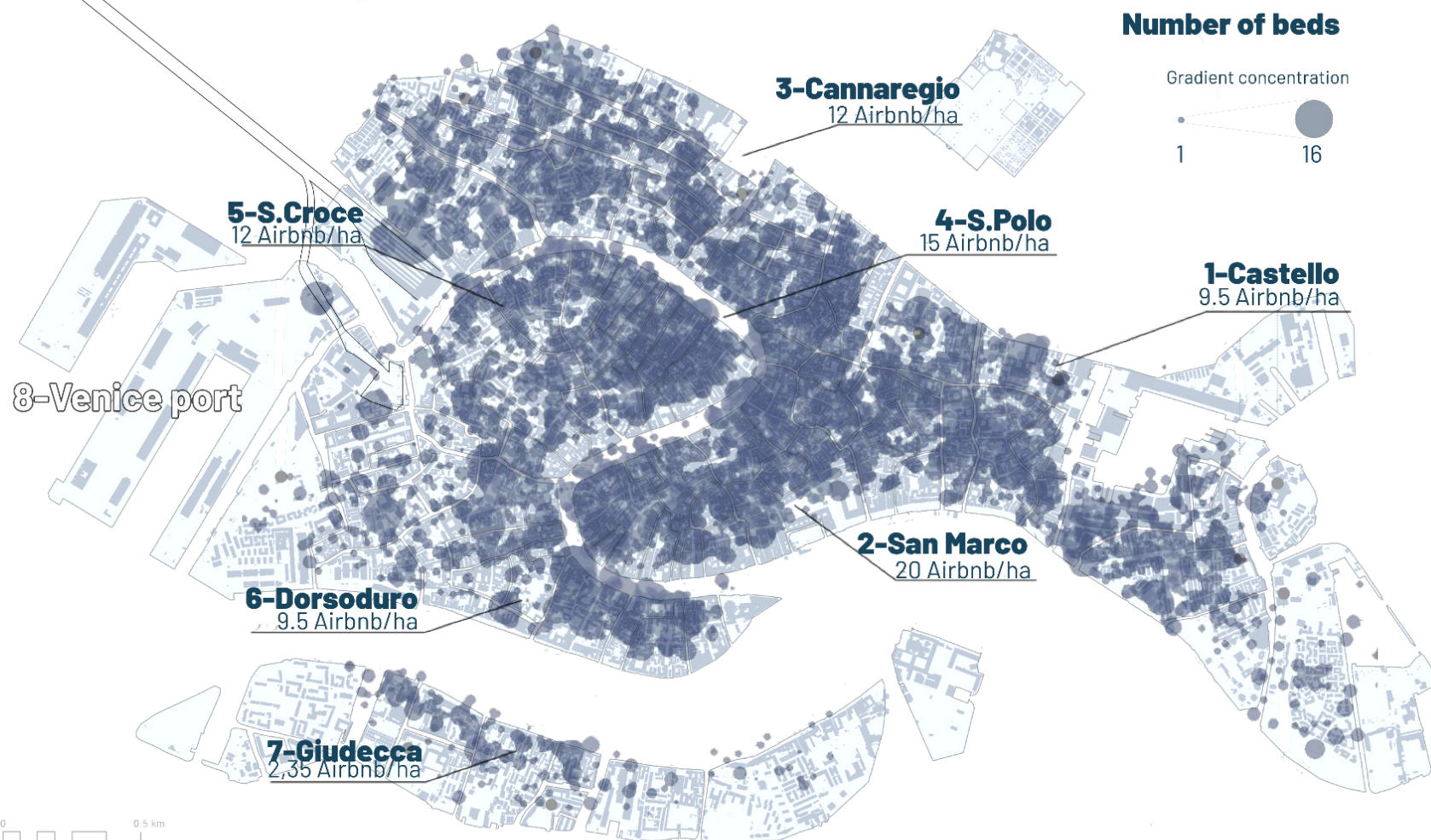
Source Mastercard Global Destination city index 2018



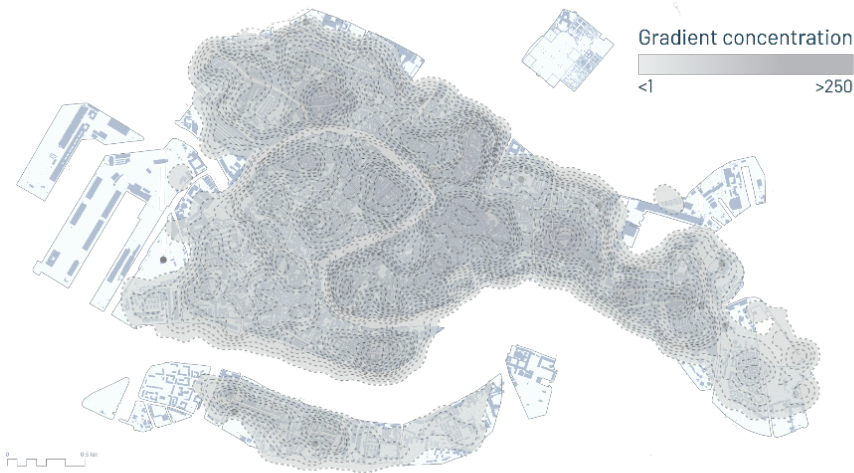
## 4.2.2 Services

Italy

## VENEZIA Centro H.



Reworking of data from Inside Airbnb (2018) from the Statistics and Research service of the municipality of Venice Airbnb report.

**Bookings distributions****Sestieri (Neighborhoods)****Economy | Services**

**80%** local companies have less than 15 employees.

**355%** From 1997 to 2018 Increase of available Tourist Beds.

**40%** Industrial area in a state of abandoned

**-11%** Manufacturing sector facilities and local units.

**20-30%** Buildings converted to short term rentals.

**50%** Venezian people working in tourism industry + third parties

**50%+** employees today in the tertiary sector vs. manufacturing

**76,7%** increase Airbnb types in the las decade.

**Tourism Industry** *Main Economic activitiy since 18th century*

**1087 Artisans remain.**

**Main Comerical Activities**

**1**

Cheap Hotels  
Venice Biennale

**2**

Souvenir shops  
Priciest hotels  
Restaurants

**3**

Train station  
Residential

**4**

Moderately Hotels  
Trattorie  
Shops

**5**

Bus and metro Station  
Parking spots  
Industrial Zone  
Hotels

**6**

Museums  
Carnival  
Bars and cafes  
Cheap hotels  
Trattorie

**7**

Hotels  
Residential

**8**

Cruises and Port

### *Comune di venezia Turismo*

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The Comune di Venezia Turismo represents tourism in and around Venice. This organisation includes a variety of online services to assist both tourists and residents in navigating the city of Venice. Their website is a one-stop shop for all the information needed for a trip to Venice. It includes information on news and events, governing parties, live updates on the COVID-19 pandemic, projects to improve the city, and specific information sections for both residents and tourists (Attività e Progetti per il Turismo a Venezia 2020).

They are also in charge of all tourism-related projects and initiatives in Venice.

These include projects focusing on sustainable tourism and how it relates to Venice's history, culture, and geography.(Attività e Progetti per il Turismo a Venezia 2020).



<https://www.veneziaunica.it/it/content/visitare-venezia>



## SET

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Sud Europa di Fronte alla Turistificazione (SET) is a non-profit organisation dedicated to raising awareness about the tourism industry. This group's mission is to "encourage international critical thought on tourism and the coordination of alternative analyses and activities" (Nasce, 2020). This organisation maintains a Facebook group with over 2,000 members and is actively working towards their goal by publishing pertinent articles, news updates, and current protests in Europe against overtourism (SET, 2020).



<http://www.confiturismo.it/>



<https://www.dinamopress.it/news/sud-europa-fronte-alla-turistificazione/>

## ConfTurismo

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ConfTurismo is in its seventh year of operation, following the adoption of a new statute and functional organisation. This association represents the concerns of tourism firms and professions in Italy that are members of the Confcommercio Imprese. In layman's terms, this is the Venice tourism industry association. ConfTurismo also plays an important role in the research and development of new tourist regulations (ConfTurismo, 2020).

### Associazione veneziana Albergatori

The Venetian Hoteliers Association, or Associazione Veneziana Albergatori, was created in 1948 as a specialised counterpart of the Federalberghi Venezia to represent hotels and other accommodation services in the city of Venice. They are the area's largest accommodation representing association (Federalberghi Venezia, 2020). The Association is responsible for resolving disputes, representing and safeguarding its members, and offering consulting services to them. They also use campaigns and other initiatives to increase awareness about tourism-related concerns, as well as social and economic challenges. In recent years, the Association has established a "research centre" with the purpose of addressing the environmental issues caused by tourism (Federalberghi Venezia, 2020).



Ente Bilaterale Turismo  
della provincia di Venezia

<https://www.facebook.com/ebt.ve/>



Associazione Veneziana Albergatori  
*Venetian Hoteliers Association*

<https://www.facebook.com/VeneziaAva/>

### Ente Bilaterale sul Turismo Venezia

The Ente Bilaterale sul Turismo Venezia is a non-profit organisation that closely monitors socioeconomic and environmental developments and their impact on the venetian people. This also urges for acts to be performed in favour of Venice's citizens, as without them, the city will be nothing more than a theme park (Lenassi, et al., 2013).

### *Associazione Ots Turismo Sostenibile*

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The Associazione OTS Turismo Sostenibile is a business association that works to develop sustainable tourism strategies. The organisation is in its second year of operation and is closely monitoring the World Travel Organization's concept of sustainable tourism. The OTS is also particularly concerned with firms operating in the Venice Lagoon that acknowledge their economic, social, and environmental implications (Associazione OTS, 2020).



<https://www.facebook.com/OTSLagoonOfVenice/>




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**CONFCOMMERCIO**  
IMPRESE PER L'ITALIA

<https://associati.confcommercio.it/>

### *Confcommercio*

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The Confcommercio Turismo Venezia is an organisation that protects union workers in the trade, tourism, and service industries, and it represents a large number of businesses in Venice that provide tourism services.

The group works to protect the economic, social, and moral interests of service workers (FIAVET - Confcommercio Unione Venezia, 2020).



## SKIFT

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Skift identifies trends for global CEOs and CMOs in the travel, dining, and wellness industries. They accomplish this by combining news, research, conferences, and marketing services. Since their inception in August 2012, they have grown to become the largest business intelligence brand. They are now a multi-product, multi-platform, profitable, and fast-growing company after raising 2.5 million from seed investors and venture groups. Their overarching goal is to document and assist the travel industry in understanding how traveller behaviour is changing (Travel News, 2020).



<https://skift.com/2016/09/21/and-heres-the-new-new-skift/>

## ABBAV

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ABBAV is the largest host community in Veneto, bringing together managers of bed and breakfasts, tourist rentals, guest houses, and other forms of alternative accommodation. The association was founded in 2003 to connect operators in this new industry in Venice. Their mission is to promote family tourism by providing high-quality consulting, services, support, and professional skills. ABBAV is a reference not only for operators, but also for the institutions with which it collaborates to protect and promote tourism. This organisation is currently working to aid recovery from the COVID-19 pandemic (L'Associazione degli host del Veneto, 2020).



Taken from <https://abbav.it/>

## SKAL

In 1952, Skal International Venice was founded. It is a member of Skal International, the only professional organisation dedicated to promoting global tourism and friendship.

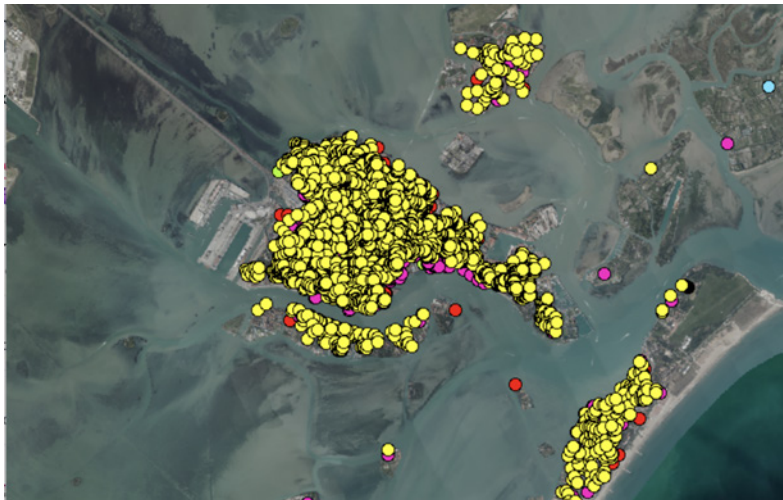
This organisation is affiliated with the World Tourism Organization, or UNWTO. After being founded in Paris in 1932, it is one of the largest and oldest tourism associations. Lorenza Lain, president of Skal International Venice, and Piergiorgio Baroldi, first vice president, lead the organisation. Young Skal Venezia is a section of this organisation for people aged 18 to 29 who want to start a professional career in the tourism industry. This Skal international Venice has 9 clubs with over 450 members and is very active in this area (Skal Venezia, 2020).



Taken from <https://www.skal-venezia.org/category/visit-venice-with-skal/>

## OCIO

Osservatorio Civico Indipendente sulla Casa (OCIO) is a 2018 tool that collects and displays data, materials, and other useful information about Venice's housing issue. A group of Venetian associations, residents, and researchers gather to examine both public and tourist housing (OCIO, 2020). From the mid-1990s to 2012, a home observatory group existed prior to the creation of this website. The primary goal of this group was to collect and organise information about the Venice housing crisis.



Taken from <https://ocio-venezia.it/>

## *Assemblea Sociale per la Casa*

Assemblea Sociale Per la Casa (ASC) is a group of Venice residents who squat abandoned buildings that have been vacant for years in order to provide housing for people in need in Venice.

Furthermore, this organisation is attempting to raise awareness about Venice's affordable housing crisis. The Venetian authorities tend to turn a blind eye to this because the city cannot maintain over 600 empty buildings (Venice - ParticipationMatters with ASC, 2020). This organisation has a Facebook group with just under 2,000 members to keep people informed about the housing crisis (ASC, 2020).



Taken from <https://www.radiondadurto.org/wp-content/uploads/2018/07/asc-venezia.jpg>



Taken from <https://www.terzobinario.it/wp-content/uploads/2019/01/unione-inquilini.jpg>

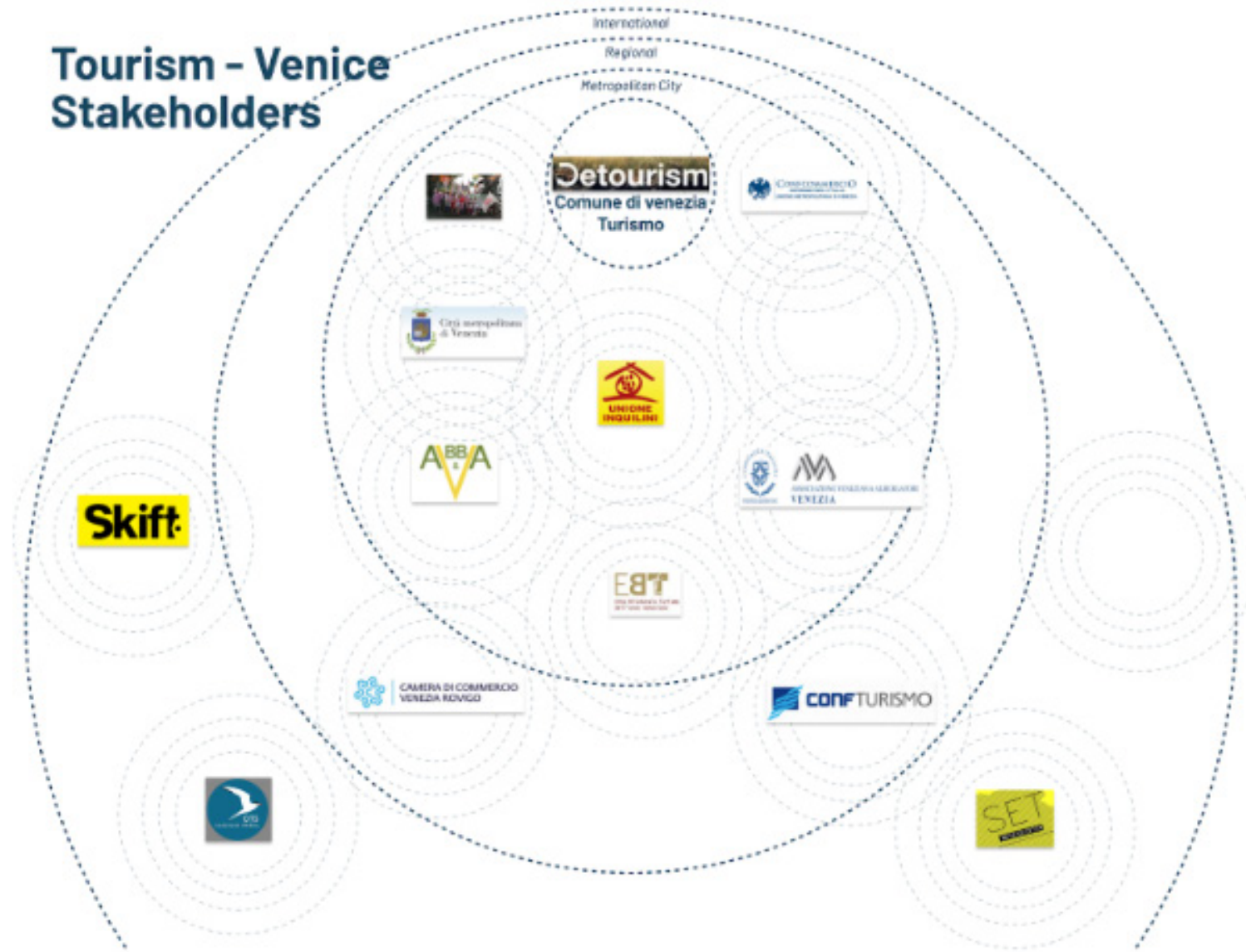
## *Sindacato Unione Inquilini*

The Sindacato unione Inquilini is a tenant's union that represents Venetians' housing rights. The non-profit, volunteer organisation was founded in Florence. They provide building tenants with the resources they need to navigate various housing issues such as poor building maintenance, uncontrolled rent increases, evictions, and so on (sito notizie casa 2009). In their fight for social solidarity, their goal is to provide every individual with the right to a home.





### 4.2.3 Map Stakeholders



In Venice, various interest groups have a vested interest in the impact of tourism on the city. These interest groups are usually part of organisations representing specific sectors of the economy or groups of citizens. These organisations advocate for the concerns of their members, represent their interests to the government and educate the public about relevant information.

In Venice, there are about fifteen prominent organisations that play an important role in the tourism industry. In addition, there are other non-profit associations active in the tourism sector.

These organisations serve as a voice for many stakeholders in the tourism industry, working to find solutions and improve the state of Venice. Tourism organisations focus on safeguarding the rights of travellers, while business organisations aim to generate sustainable income without harming stakeholders. The homeowners' organisations, on the other hand, strive to preserve the cultural heritage and way of life of Venetian residents.



Taken from Venice 1600, Source: 1600.venezia.it



### 4.3 Venice's Issues

Venice is a city of great historical importance, but it has been badly affected by mass tourism in recent decades, Venice is a very fragile city. It is structurally fragile because the survival of the city built on water requires the preservation of the lagoon that surrounds it, and it is fragile in its social composition due to the exodus of the resident population. It is also fragile because the artistic heritage it has is very delicate and must be maintained and preserved, and this requires a great cultural and financial commitment (Giuseppe Tattara 2017). Despite this, tourism has grown exponentially in the last 50 years, due to the rise of a global middle class and an abundance of cheap travel options (Bernadette Quinn, 2007). This has led to a flood of visitors that significantly exceeds the tourist carrying capacity of the città storica, with a number of physical, economic and conceptual consequences for the city.

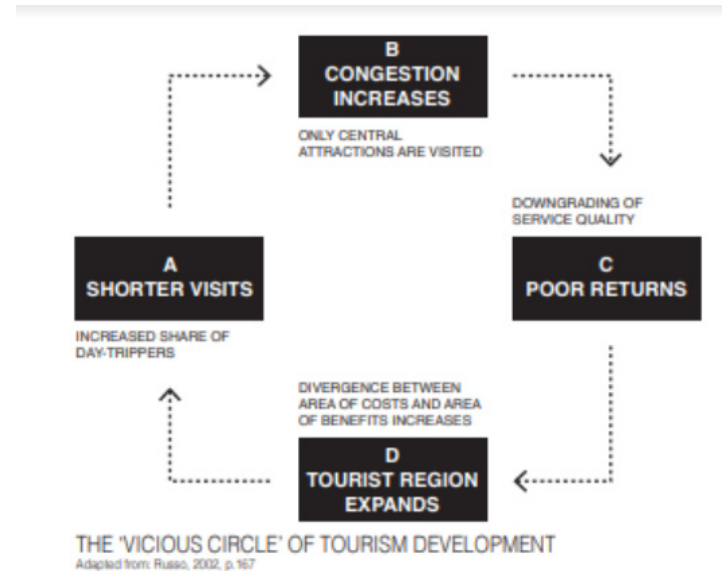
*“The demographic, social, and economic changes evidenced in available statistics have prompted researchers to conclude that historic Venice has in fact been overwhelmed by tourism and that it is now malfunctioning in the extreme.”*

**Bernadette Quinn**

Despite a daily tourist capacity of 52,000 visitors, the city receives around 28 million visitors each year. This has led to a number of problems, including overcrowding, property speculation and the displacement of locals (OCIO, 2020). The tourism business has overrun the historic city, with physical and philosophical consequences. Excessive tourism has led to numerous physical problems, including congested roads, overcrowded public transport and a huge increase in property prices, making it extremely difficult for locals to stay in their own city. The economy has also been damaged as the tourism industry has choked off other economic activities, leading to rising unemployment and exploitation. In addition to these physical problems, there are also conceptual consequences. The commercialisation of history, culture and public urban space has stripped locals of the cement that holds their communities together, creating a 'dictatorship of the tourist'. In a city where the majority of the inhabitants live in apartments, the use of communal outside spaces are critical to residents' quality of life. Giovanna Del Negro describes the complex ritual value of the passeggiata in modern Italian society.

Swamped by the anonymous masses, the residents of the città storica lose ownership of their public social space and a vital tool for the cultivation of venezianità (Venetian-ness) (Paolo Cacciari 2005). Furthermore, "marinisation" has led to erosion, sediment loss in the sea and stronger currents and waves that exaggerate maritime features and remove the characteristics and inherent resilience of a transition zone. The problem of cruise ships is emblematic of this situation, because despite the "sudden ban" on the passage of cruise ships weighing more than 25,000 tonnes through the heart of Venice, there has been no effective solution since it was announced in 2012 (Jane da Mosto 2020).

This has led to a "vicious circle" of unregulated tourism that is driving the economic decline of the city. The situation in Venice is an example of how an unregulated tourism industry can damage the social fabric of a city. Without proper regulation and sensible policies from both local and regional administrations, there will be no sustainable tourism (Jane da Mosto 2020). The government should balance qualitative assessment and social sustainability with quantitative measures and competition. Without such measures, Venice's unique heritage, culture and identity will continue to deteriorate and the venezians be further displaced.



The 'vicious circle' of tourism development begins when the growth of the tourism industry outstrips the capacity of a city's physical resources. This begins a cycle of decline. Shorter visits result in increased congestion in primary sites; the quality of services decreases along with repeat custom and prices rise to compensate for inflated costs. This increases the area of tourist accommodation and depletes the attraction of the centre, which in turn shortens visits. This spatio-economic dynamic illustrates the link between the expansion of tourism and economic decline.

Taken from Russo 2022 p 167 and Jane da Mosto 2020



# Main Issues in Venice

Threshold to action



## Unsustainable Mass Tourism Flows and Tourism-Dependent Economic Model



Hit-and-run' tourism has stimulated the proliferation of activities marketing cheap goods of unclear origin, in violation of tax and product-tracking regulations.



The phenomenon of clandestine itinerant trade has been constituted by the opening of low-cost shops, which increased from 2 to 155 in the historic centre from 2011 to 2019.



## Crisis in the artisan world (-34% artisan enterprises in the historic city since 1992)



The sale of counterfeit products at low prices has eroded the artisan market, already in crisis, which is unable to withstand the competition.



## Environmental challenges: High water intensity and frequency, climate change



## Deterioration of the level of legality in the commercial fabric



## Mainland: industrial and employment decline in the Marghera hub



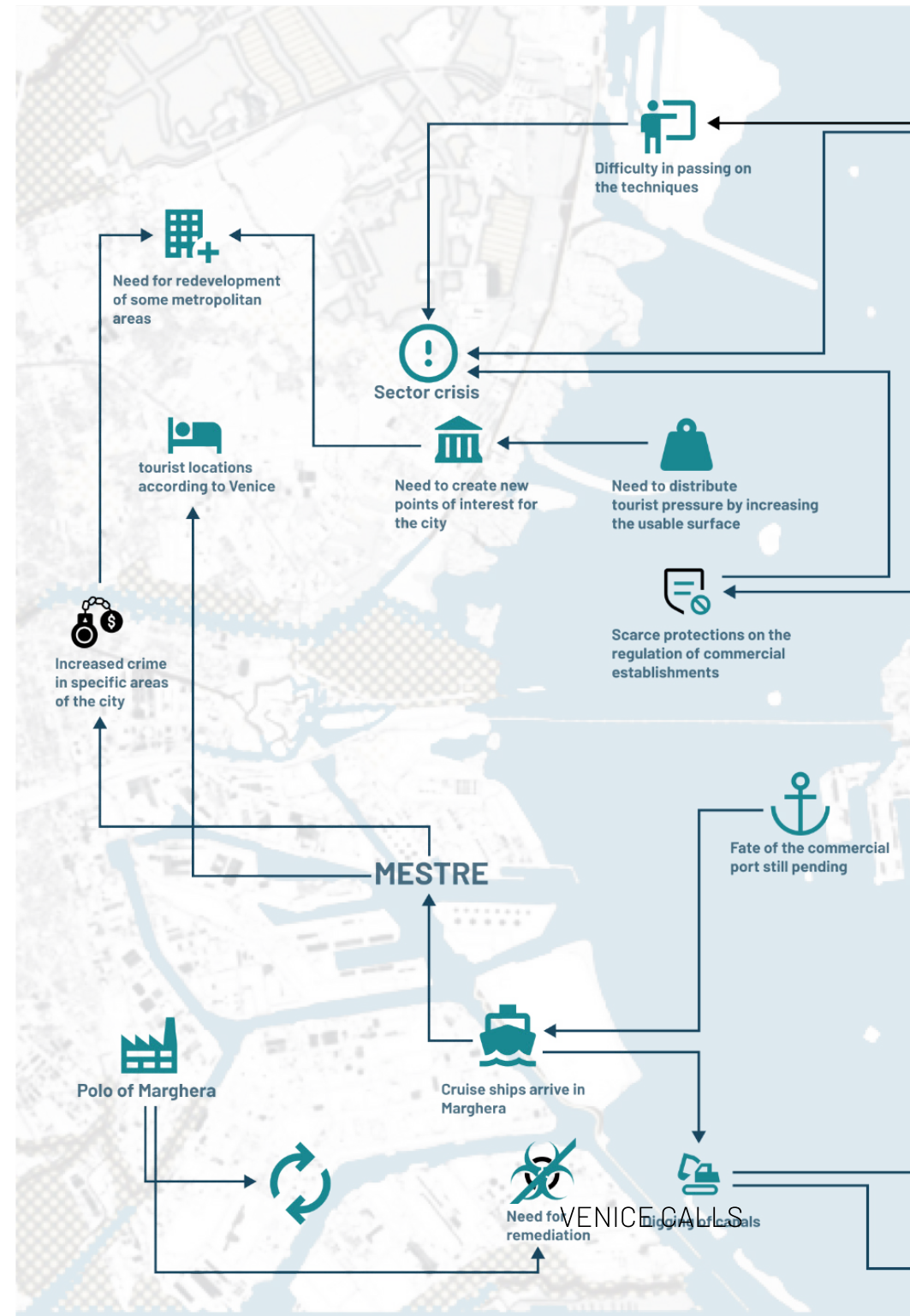
## Huge costs for the maintenance of the historic city's architectural heritage



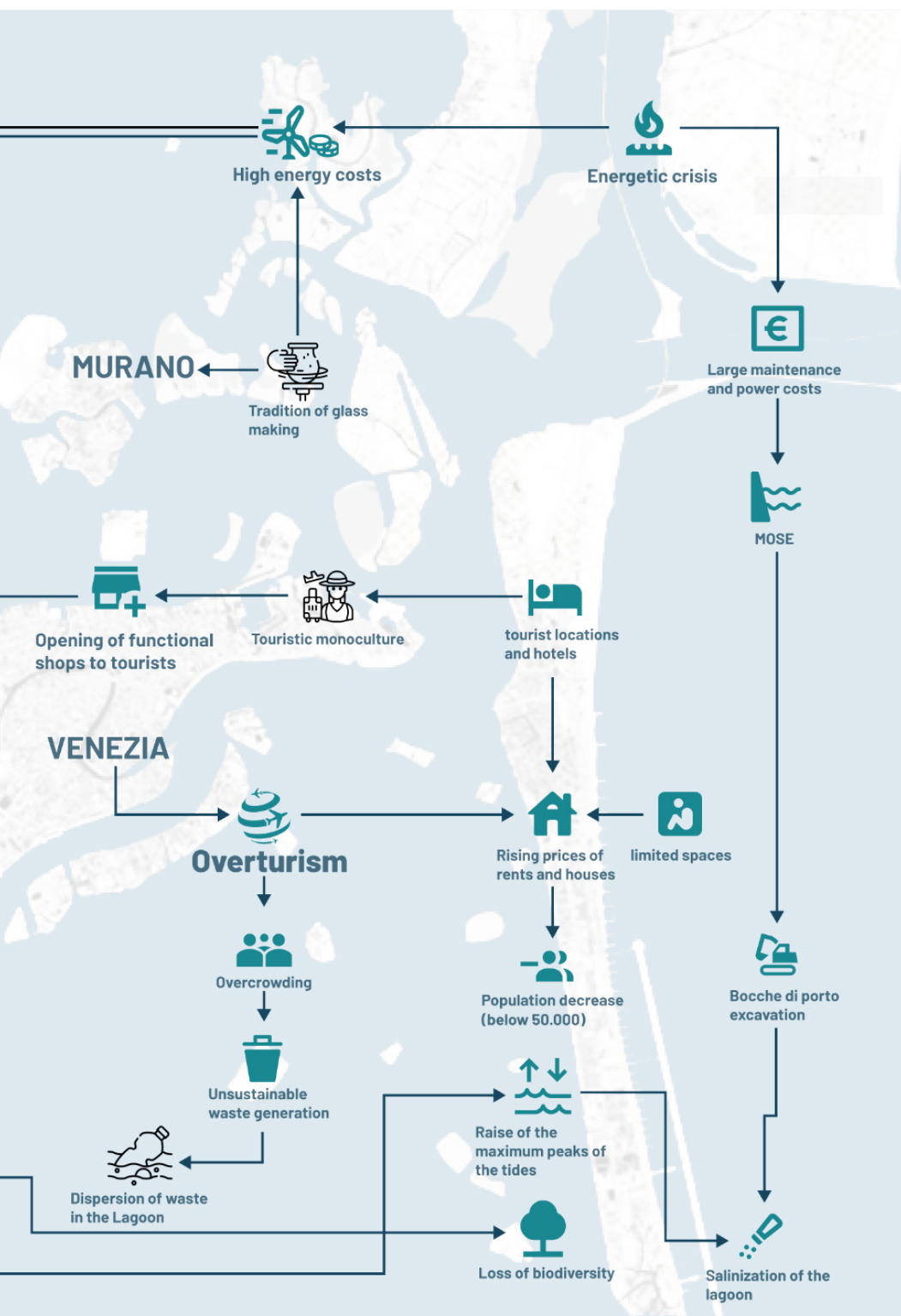
## Depopulation of residents (-50% in 40 years)



The proliferation of extra-hotel accommodation facilities, more difficult to control by the authorities, has contributed to the depopulation and loss of services for residents (e.g. neighborhood shops)







# The Challenge

Sustainability and Inclusion Interventions  
(e.g. innovative finance for SMEs and  
vulnerable groups, support for artisans)

Evolution towards a sustainable tourism  
model, (Lower Flows - spread tourism  
pressure for greater value)

Pioneer new synergies, Social resilience  
Strong sense of belonging

Relaunch of Venice as a Campus City in an  
international level, strengthening the  
existing institutions

Circularity: active recycling of waste  
organic and plastic waste.

ECONOMY

ECONOMY

POPULATION

COMMUNITY

NATURE

### 4.3.2 Covid 19- proposal?

The covid 19 pandemic presents a once-in-a-lifetime opportunity for policymakers at all levels of government, from national to regional to local, to shift Venice away from a tourism-dominated economy. The impressive succession of "for rent"/"for sale"/"business closed" signs seen throughout Venice point to a historic turning point. This is an opportunity to consider how to avoid being too badly hurt when the bubble bursts, as well as to inquire whether there are any ideas, projects, actions, or ways to combine the ability to exit the health crisis with the ability to create an "ecological transition" for Venice and its lagoon. This project should be able to counteract the causes (mitigation) and contain the effects (adaptation) rather than be an act of "greenwashing" in which nothing changes despite pretending to. The "new tourism" concept aims to instill in passing tourists a different perception of Venice, its history, form, and knowledge - a complex city that is more than just a 3D translation from a postcard or for social media purposes. This knowledge should be based on the city's existing economic resources (Francesco Erbani 2017).

The Society of Care has proposed a local-level transition plan for Venice that begins with acknowledging the current "tourism brand" model's problems with pollution, land use, climate crisis, precarious work, inequality, and property speculation.

The proposal aims to shift development away from land consumption and labor exploitation and toward a collaborative model of "saying yes to new innovative ideas while also transforming Venice into the Capitale mondiale della Sostenibilità." The Society of Care (società della cura) has urged civil society and movements to begin a "process of convergence" by valuing the skills gained in the region's environmental struggles. A growing body of research backs up the call for Venice to transition to a new tourism and economic development model. (Beccalossi's 2019) research, in particular, has highlighted the potential for a "green economy" in Venice to benefit both the local environment and the local economy.

According to Beccalossi (2019), through a "green economy," Venice could develop a variety of "green" activities, such as ecotourism and green building, which could provide a source of income for the local population while also contributing to the region's environmental sustainability. Similarly, C. Perrot's (2019) research suggests that the current crisis may be an opportunity to develop a model for sustainable tourism in Venice, focusing on promoting local culture and traditions and providing visitors with an authentic experience of the city. This model could also emphasize respect and responsible tourism, as well as reduce the impact of tourism on the local environment.



Overall, the current pandemic is an opportunity to reflect on how to transition to a new model of tourism and economic development in Venice. This transition should be based on an ecological model that promotes local resources and traditions while reducing tourism's environmental impact. This is a challenging and risky transition, but it has the potential to yield significant benefits in terms of environmental sustainability as well as economic development.



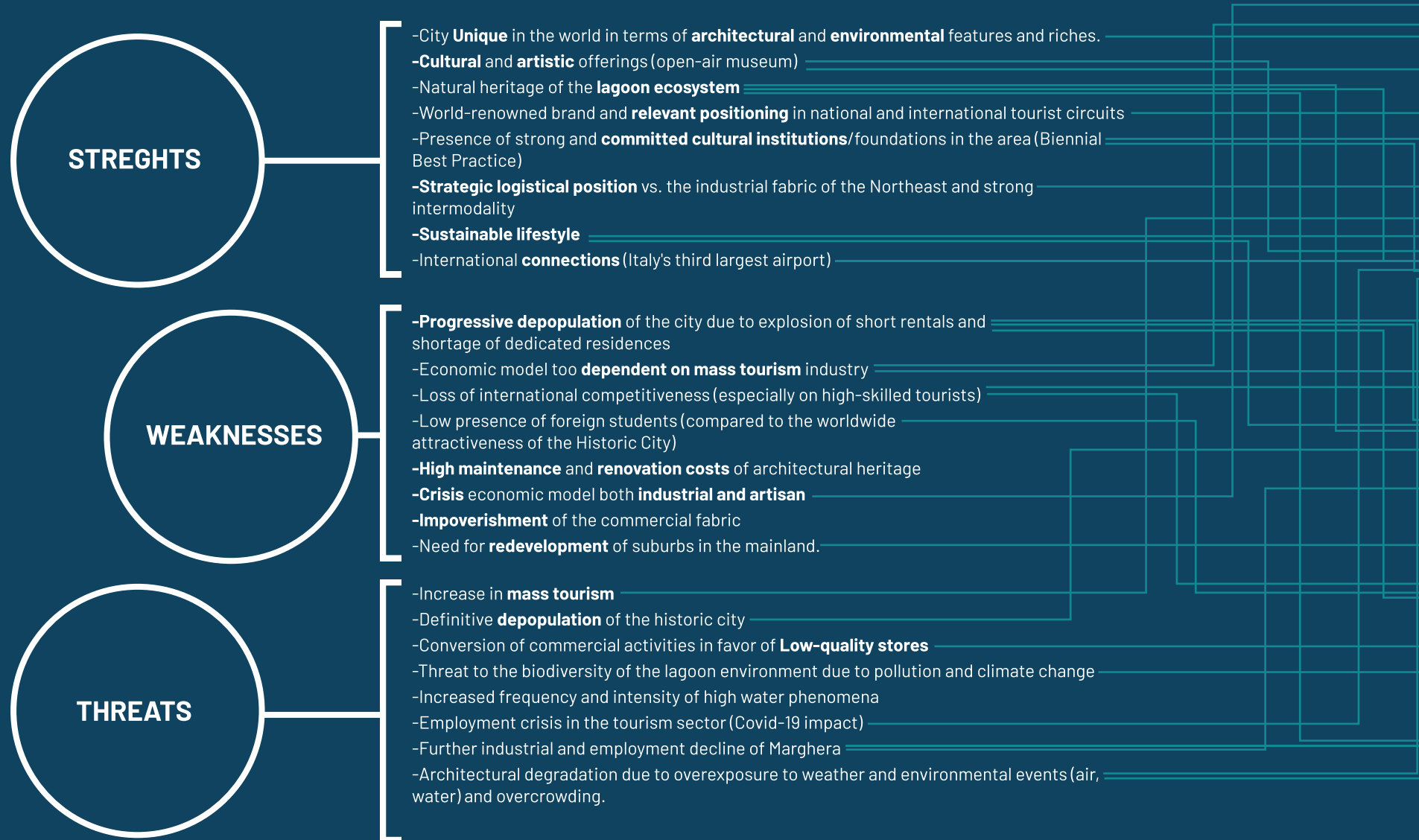
<https://www.nationalgeographic.it/upload/ngi-hero/coronavirus-venice-italy-5.jpg>



[https://upload.wikimedia.org/wikipedia/commons/3/34/Deserted\\_Venetian\\_lagoon.jpg](https://upload.wikimedia.org/wikipedia/commons/3/34/Deserted_Venetian_lagoon.jpg)



## 4.4 Challenges and Opportunities



## CHALLENGES

Sustainability and Inclusion Interventions  
(e.g. innovative finance for SMEs and  
vulnerable groups, support for artisans)

Evolution towards a sustainable tourism  
model

Pioneer new synergies, Social resilience  
Strong sense of belonging

Relaunch of Venice as a Campus City in an  
international level, strengthening the  
existing institutions

Circularity: active recycling of waste  
organic and plastic waste.

## OPPORTUNITIES

Positioning the city as a place that offers  
"sustainable" conditions and lifestyle,  
symbolizing the energy transition, attracting  
new generations of "smart workers"

Metropolitan area as an expansion zone

Repopulating the city with students and  
workers by offering dedicated and  
subsidized housing

Relaunch of the Industrial Cluster towards  
Green energies

Highly active associative substrate

Facilitate the exploration of a model  
for the future of tourism that is  
guided by community values, and  
regenerative principles

## 4.5 SWOT

- ▶ City **Unique** in the world in terms of **architectural** and **environmental** features and riches.
- ▶ **Cultural** and **artistic** offerings (open-air museum)
- ▶ Natural heritage of the **lagoon ecosystem**
- ▶ World-renowned brand and **relevant positioning** in national and international tourist circuits
- ▶ Presence of strong and **committed cultural institutions**/foundations in the area (Biennial Best Practice)
- ▶ **Strategic logistical position** vs. the industrial fabric of the Northeast and strong intermodality
- ▶ **Sustainable lifestyle**
- ▶ International **connections** (Italy's third largest airport)

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- ▶ **Progressive depopulation** of the city due to explosion of short rentals and shortage of dedicated residences
- ▶ Economic model too **dependent on mass tourism** industry
- ▶ Loss of international competitiveness (especially on high-skilled tourists)
- ▶ Low presence of foreign students (compared to the worldwide attractiveness of the Historic City)
- ▶ **High maintenance** and **renovation costs** of architectural heritage
- ▶ **Crisis** economic model both **industrial and artisan**
- ▶ **Impoverishment** of the commercial fabric
- ▶ Need for **redevelopment** of suburbs in the mainland.

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- ▶ Relaunching Venice as a Campus City of international international level, strengthening the existing institutions
- ▶ Positioning the city as a place that offers "sustainable" conditions and lifestyle, symbolizing the energy transition, attracting new generations of "smart workers"
- ▶ Evolution toward a sustainable Tourism model
- ▶ Relaunch of the Industrial Cluster towards Green energies, in first and foremost Hydrogen
- ▶ Repopulating the city with students and workers by offering dedicated and subsidized housing
- ▶ Metropolitan area as an expansion zone
- ▶ Highly active associative substrate

- ▶ Increase in **mass tourism**
- ▶ Definitive **depopulation** of the historic city
- ▶ Conversion of commercial activities in favor of **Low-quality stores**
- ▶ Threat to the biodiversity of the lagoon environment due to pollution and climate change
- ▶ Increased frequency and intensity of high water phenomena
- ▶ Employment crisis in the tourism sector (Covid-19 impact)
- ▶ Further industrial and employment decline of Marghera
- ▶ Architectural degradation due to overexposure to weather and environmental events (air, water) and overcrowding.



## 4.6 Venice Case Studies

We collected a few of venetian associations and initiatives that could actualize (or already actualized) change in Venice.

### *No Grandi Navi*

The Comitato No Grandi Navi was formed to raise awareness of these issues and advocate for stricter cruise ship traffic regulations in the Venice lagoon. The group has organized numerous protests and events to bring attention to their cause, including marches and demonstrations. They have also been active in lobbying local and national government officials, as well as the European Union, to take action to limit the number of large ships entering the lagoon.

The organization's efforts have paid off, and in recent years, several measures have been taken to regulate cruise ship traffic in Venice. In 2013, the Italian government passed a law banning large cruise ships from entering the city's historic center. In 2016, a new ship route was established to minimize their impact on the city's fragile ecosystem.

The Comitato No Grandi Navi continues to work tirelessly to raise awareness of these issues and to push for further regulations to protect Venice's cultural and environmental heritage.



Taken from [https://live.staticflickr.com/2881/9007567600\\_36f9a61ab6\\_b.jpg](https://live.staticflickr.com/2881/9007567600_36f9a61ab6_b.jpg)

## *Poveglia per tutti*

Poveglia per Tutti is a grassroots organization based in Venice, that aims to protect the island of Poveglia from development and preserve its rich cultural and environmental heritage.

The island of Poveglia, located in the Venetian Lagoon, has a long and fascinating history, and Poveglia per Tutti is working to ensure that this history is not lost; despite its historical significance, the island has been abandoned for many years and is now at risk of being developed for commercial purposes.

Poveglia per Tutti was formed in response to this threat. The group is working to raise awareness of the importance of preserving the island's heritage and advocating for its protection. They have organized events, such as guided tours of the island and public discussions, to educate the public about Poveglia's history and the need to protect it. The organization is also actively lobbying local and national government officials and the European Union to take action to preserve Poveglia. Their efforts have received support from many stakeholders, including residents, environmental organizations, and heritage organizations. Poveglia per Tutti is a vital organization in the ongoing effort to protect Venice's cultural and environmental heritage. Their tireless work to raise awareness and advocate for change inspires us all and reminds us of the importance of preserving our shared cultural and environmental heritage for future generations.



Taken from <https://cooperativecity.org/wp-content/uploads/2019/07/Poveglia-4.jpg>

## Venezia Autentica

Venezia Autentica is an association focused on the preservation and promotion of the culture, art, and economy of Venice.

Founded by a group of residents and business owners, the goal of Venezia Autentica is to support the authentic experiences and traditions of the city while promoting sustainable tourism.

The organization works to raise awareness about preserving Venice's unique cultural heritage and support the city's local businesses and communities. They do this through various initiatives, such as cultural events, workshops, and educational programs. Venezia Autentica also collaborates with other organizations and institutions to develop sustainable tourism practices that benefit visitors and residents alike.

In addition, Venezia Autentica is dedicated to promoting sustainable tourism and reducing the negative impact of mass tourism on the city and its residents. They aim to encourage visitors to engage with the city in a way that respects its cultural heritage, natural resources, and communities. Through their efforts, Venezia Autentica plays a crucial role in preserving Venice's rich cultural heritage for future generations to enjoy.

Venezia Autentica's efforts are an essential reminder of the importance of protecting the cultural heritage and resources of this unique and historic city.



Taken from <https://cdn1.veneziaautentica.com/wp-content/uploads/2017/09/trattoria-al-ponte-del-meglio-sticker.jpg>



### *Comitato di Castello*



The Comitato di Castello is a neighborhood committee located in the Castello district of Venice, Italy. Formed by a group of residents, the organization is dedicated to improving the quality of life for those who live in the district and preserving its unique cultural heritage. One of the main goals of the Comitato di Castello is to provide a voice for the neighborhood's residents and address their concerns and needs. The organization is involved in various initiatives, such as improving public transportation, supporting local businesses, and advocating for better public services. The Comitato di Castello also promotes cultural events and initiatives in the district, such as festivals, concerts, and exhibitions, to bring the community together and celebrate the cultural richness of the neighborhood.

the Comitato di Castello is committed to preserving the historic character of the Castello district. The organization works to ensure that new developments align with the area's traditional architecture and cultural heritage, and they advocate for the protection of historic buildings and monuments.

Its efforts to improve the quality of life for residents and preserve the unique cultural heritage of the neighborhood are a testament to the power of community-based initiatives. The Comitato di Castello is an example of how residents can come together to make a difference and shape the future of their community.

## *Association Lazzaretti Veneziani*

The Lazzaretti Veneziani is an association dedicated to preserving the historical and cultural significance of the quarantine stations, or lazaretti, located throughout the Venetian Lagoon. These lazaretti played a crucial role in protecting the people of Venice from the spread of infectious diseases for centuries. They are an important part of the city's history and heritage.

The Lazzaretti Veneziani is committed to raising awareness about the lazaretti and their significance, promoting their preservation and protection.

The association is involved in various initiatives to educate the public about the lazaretti and their histories, such as cultural exhibitions, guided tours, and educational programs.

The Lazzaretti Veneziani is also dedicated to promoting sustainable tourism practices in the Venetian Lagoon. They work with local authorities and other organizations to ensure that the lazaretti are managed in a way that is both sustainable and respectful of their cultural heritage.

Lazzaretti Veneziani plays a vital role in preserving and promoting the cultural heritage of the lazaretti located throughout the Venetian Lagoon. Their efforts to raise awareness about the lazaretti and their history, promote sustainable tourism practices, and advocate for their preservation and protection are valuable contributions to the protection of Venice's cultural heritage.



Taken from [https://upload.wikimedia.org/wikipedia/commons/e/e8/Isola\\_Lazzaretto\\_Vecchio\\_as\\_seen\\_from\\_Lido\\_002.jpg](https://upload.wikimedia.org/wikipedia/commons/e/e8/Isola_Lazzaretto_Vecchio_as_seen_from_Lido_002.jpg)

### 4.6.1 Keypoint

The common thread among these realities is their focus on preserving and promoting Venice's cultural heritage and authenticity with a bottom-up approach.

All of these organizations are dedicated to preserving the unique character and history of the city, and they work to raise awareness about the need to protect Venice's cultural and architectural heritage. They are all concerned with the impact of large-scale tourism and development on the city. They promote sustainable tourism practices that respect the city's heritage and cultural significance. In addition, all of these associations are involved in advocating for preserving and protecting the city's cultural heritage, whether by preserving historic buildings and monuments or promoting sustainable tourism practices. They actively organize events, educational programs, and cultural exhibitions to raise awareness about the importance of preserving Venice's heritage.



<https://burst.shopify.com/photos/padlock-with-key-close-up?q=key>



### 4.7 Why the associations? Bottom-up

Associations play a vital role in the development and promotion of cities. They provide a platform for residents, businesses, and other stakeholders to address their community's issues and opportunities collectively. Through their collective efforts, associations can achieve more than they could and significantly impact a city's social, economic, and environmental well-being.

One of the main benefits of associations is their ability to serve as a voice for their community. They can advocate for policies and programs that benefit the community and provide a platform for residents to share their concerns and ideas with city officials and other decision-makers. This can lead to more responsive and effective government and help build trust and engagement between residents and officials.

Associations can also play a key role in promoting economic development in a city. They can help attract businesses and investment to the community and provide support and resources to existing businesses. This can lead to increased employment opportunities and economic growth. Additionally, they can foster networking and business opportunities among members. Another essential role of associations is their ability to promote social cohesion and community engagement. Through community events, programs, and activities, associations can unite residents and promote a sense of community and belonging. This can lead to increased civic engagement and a more vibrant and livable city.

Associations can also support environmental sustainability by promoting policies and practices that protect and conserve natural resources and educating residents about sustainability's importance. Associations are essential for the cities because they serve as a voice for the community, promote economic development, foster social cohesion, and support environmental sustainability. They provide a platform for residents, businesses, and other stakeholders to address their community's issues and opportunities collectively.



<https://burst.shopify.com/photos/crowd-participating-at-event?q=crowd>

05

*PROJECT IDEA*



//Imagine prompt: Venice Calls: Systemic Design  
for a bottom-up transition toward\$ regenerative  
tourism, color, blue, future.



## 5.1 Brief

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Our aim is to enable associations that already have a network to enhance their territory, preserve its uniqueness and raise awareness by integrating into the current tourism system, thus initiating a transition to a new tourism model (regenerative tourism).

We would like to promote a design model aimed at associations to create a different approach to the development of territorial influence in the tourism landscape, where the association can enter in an autonomous way and with a bottom-up vision into a system from which it is normally excluded.

In this way, it is given the opportunity to become the facilitator and voice of a emergent way of tourism, based on offering initiatives and services and broadening the potential partner's offer to its customers, providing them with a series of authentic experiences that give them a proper awareness of the territory they are discovering and that have a strong circular economy component. In addition, an association involved in this type of design should also give a voice to the weakest realities or to those who have fewer means to imagine themselves in a similar context.





The social value of this kind of design is the network that will be created around an association that will take on a vital role like this.

One of the central values that a vast network can bring is increased effectiveness. By working with a wide range of partners, an association can leverage each organization's strengths and resources, resulting in more efficient and effective programs and initiatives.

This can lead to more impactful results, increasing representation and diversity. By working with a wide range of partners, an association can ensure that all community members' perspectives and needs are represented and taken into account. This can lead to more inclusive and equitable programs and initiatives that promote social cohesion and understanding and increase the visibility and credibility of an association or a collective of associations.

By working with a wide range of partners, an association can increase its visibility and credibility in the community and can help to raise awareness about its mission and goals. This can lead to more support and engagement from the community, which can help to achieve more impactful results.



## 5.2 Our application of the project

### 5.2.1 Venice Calls

Venice Calls is a social promotion association born in Venice in 2018 to respond to the challenges affecting the city by creating and supporting projects for a more sustainable and inclusive future.

From 2018 to today, it has organized and collaborated in more than 170 initiatives in the area, offering numerous ideas on the future of the city according to the principles that guide its members:

- helping as an act of responsibility for the community and the environment,
- building bridges between all those human realities that have the will to be active locally for the common good.
- Common Venice, meeting point and starting point for a journey towards a better society.
- create value through our work to take concrete and consistent actions.



<https://www.venicecalls.com/report/>



Here in Venice, the challenge of the future is increasingly evident, and that is why our response must be comprehensive. Other cities in the world have faced the emergence of these problems with tourist rental regulations, the construction of dams, with the regeneration of urban and natural environments, generating new shared value. Venice, too must act in this direction. It is therefore desirable that citizens, organizations, and institutions personally promote the achievement of a fully circular and sustainable economy that values the harmony between man and nature, young and old, inhabitants and tourists, workers and entrepreneurs, and local and international realities.

The focal point is adaptation. Venice and its territory have all the conditions to become a laboratory of sustainability and adaptation: a case study to experiment with new solutions to improve the relationship between people and between them and nature. This challenge can renew the mission of Venice, giving it new strength and centrality. The internationality of Venice can play a crucial role in this game: it is necessary to act on the awareness of travelers to ensure that their stay embraces an understanding of the needs of the city and how much these are common to their countries of origin. We must be able to change the energy face of our city because fossil fuels are damaging and endangering our islands and our homes.

We need to invest in keeping the tides out and adapting to climate change by raising roads and creating green infrastructure to try and slow down the worst effects. With severe and forward-looking policies, it is still possible to eliminate the net contribution of greenhouse gas emissions by 2050. We hope for the realization of a model of a city on a human scale, in harmony with the surrounding environment, and a point of reference for the exchange of ideas, innovation, and a new sociality.

We must transform this dream into a concrete utopia, which is why we will support any instrument, including legislation, that goes in this direction. Promoting trade days could bring young people and the unemployed closer together, making them protagonists in maintaining traditions. Step forward in the subsidiarity relationship between the citizen and the institutions: shared planning of everyday goods and for the protection of the territory. Activate virtuous urban regeneration processes for a city capable of healing itself, investing through tenders and incentives on creating startups for responsible and zero-impact tourism.

From Report of Venice Calls -Sebastiano Cognolato

### 5.2.2 Association projects

#### Clean-up

Projections indicate that plastic production will double by 2025 and triple by 2050. To protect the seas, it is necessary to intervene and act involving bodies, institutes, associations, artists, and local realities. The project's main objective is to bring citizens closer to environmental issues by actively involving them by increasing their awareness and bringing together the community most interested in this issue. During the first four years of life, Venice Calls.

52 interventions

19 accumulation zones

+20,000 kg removed from the environment





## *Plastic Revolution*

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Over these years, Venice Calls mapped more than 50 areas of waste accumulation within the Metropolitan City of Venice due to regular tidal flow, wind, and human neglect. These areas, cheap, present just a few of the spots where abandoned garbage can be found, and the public service needs to intervene with ease.

Venice Calls collects plastic and remove the waste on our territories to reduce the impact this matter has on human and ecosystem health.

During the activities, the association separates the waste collected into specific types, as recommended by the European strategy for waste at sea, sorting them according to commodity categories and give them quantitative values to give participants full awareness about the materials that can be found scattered most frequently on beaches.

Plastic Revolution aims to create a recycling laboratory. The laboratory will be set up to build objects for public use in recycled plastic and is intended to be built in spring 2023 inside the Cloister of Santi Cosma e Damiano, on Giudecca (Venice).

The first products of the laboratory will be the planks of a recycled plastic bench, produced with the plastic collected during the clean-up.



## Blue Horizon

"Blue Horizon" is a festival designed to bring together all those associations, businesses, and research that, with their actions, generate a positive impact on the city, contributing to its regeneration from below.

The soul of the project is to spread a pragmatic and experiential vision on the questions related to the city's future and its search for a new balance with the lagoon. During the first months of 2019, the association started organizing an event that could express an innovative and concrete vision of Venice, different from the one we usually know.

On September 15, 2019, the Blue Horizon was a reality. At the Ex Cantiere Lucchese on Giudecca, the association organized a one-day festival to lay the foundations for an event that could be repeated and expanded over the years. The experiences were arranged throughout the day and included numerous guests.



## *Climathon Venezia*

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Climathon is an international initiative orchestrated by EIT Climate-KIC to engage cities and citizens in climate action! Every year on the last Friday of October, cities all over the world take up this challenge: citizens, students, researchers, professionals, activists, startupper, and entrepreneurs of all ages work together for 24 hours, and with the help of experts and coaches they develop solutions innovations to improve the resilience of cities.

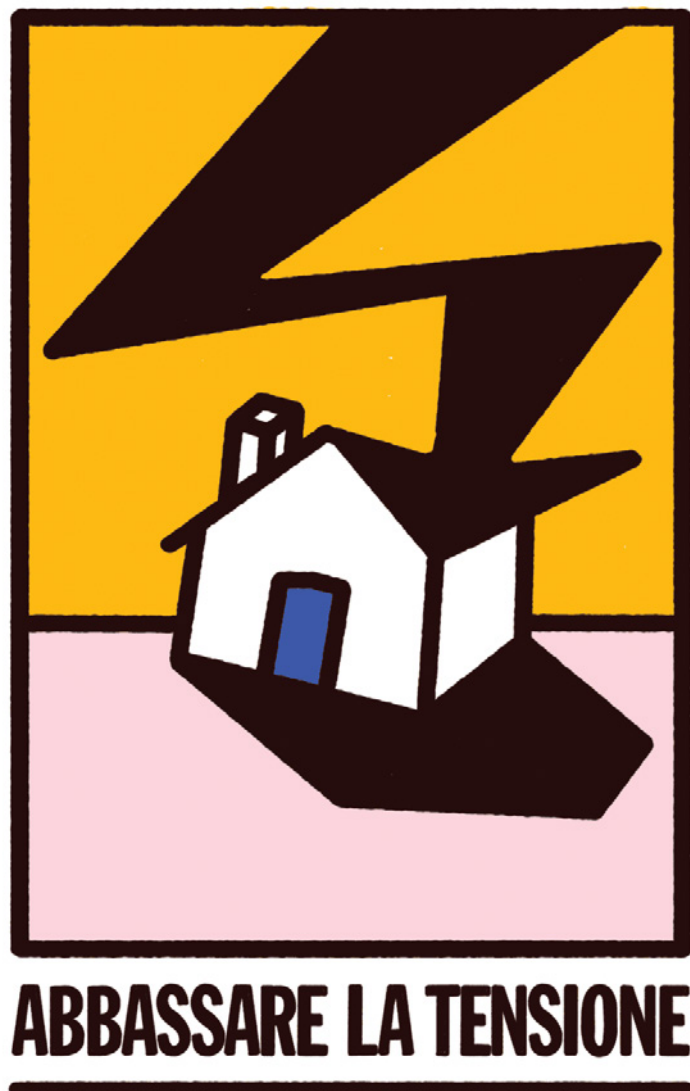
4 Editions organized by VC

+100 Participants

25 projects presented

50+ Partner Organizations





<https://altatensioneabitativa.it/>

### *Alta tensione abitativa*

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On 28 November 2021, eight hundred people attended a special screening of the film *Welcome Venice* at the Teatro Goldoni in Venice, at the end of which various associations and citizen committees discussed the delicate issue of the relationship between the city and tourism in Venice and beyond.

After that evening, the dialogue continued, and the idea was born of building a national campaign that, starting from Venice, aims to involve all the high-voltage residential municipalities that experience a problematic relationship with tourism.

Tourism is an economic resource of undoubted importance, which, however, is profoundly changing the social fabric and civic relations in many Italian cities, as in many other cities in the world today.

The primary victim of tourist pressure is the right to housing. Redesigning the relationship between the tourist economy and housing is the general purpose of our campaign.



## *Un ponte per l'Ucraina*

Following the conflict's birth, the Board of Directors of Venice Calls, supported by the most active members through a focus group, began analyzing what the association could have done for this new emergency. After a summary analysis of the response to the local services arranged by the institutions, the Project support team investigated the response given by civil society, arriving at mapping three types of response present in the metropolitan area:

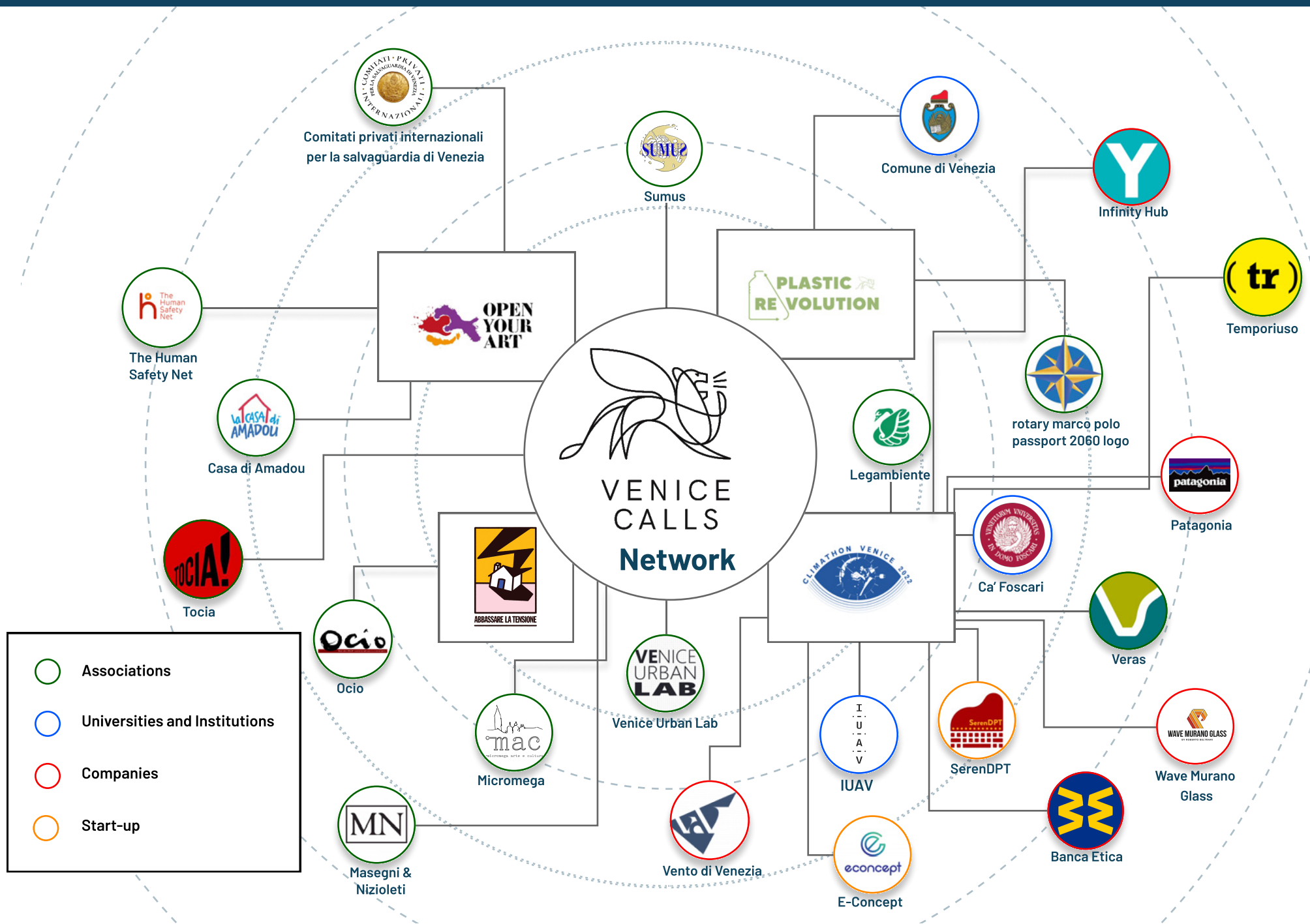
- Sending of food, necessities, medicines, medical and field equipment
- Organization and support of fundraising and donations in favor of the international missions of the most recognized institutions and NGOs
- Hospitality and reception, help with bureaucratic procedures and temporary accommodation.

11 meetings

25 Ukrainian refugees involved

22 Volunteer members involved





## 5.3 Project Development

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To achieve this goal we intend to tackle this project by dividing it into 3 phases to explain the potential of scalability of the project but the core application of the project on the territory is developed mainly in the first two phases:

### 5.3.1 Phase 1

#### Step 1.1 Define the Vision

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##### 1.1.1 Project planning | Project conceptual framework VENICE CALLS

The interested association will have to carry out a work of self-analysis of its "internal" potential, trying to understand what its strengths are and what the initiatives or activities to promote might be, but, at the same time, it will have to be able to understand which other realities close to it could have the potential to be included and presented alongside it in the proposed design.

##### 1.1.2 Engagement activities and communication Campaign

Before being able to carry out a process of awareness on the part of the Tourists about what can be a different vision of the city of Venice, it is necessary to prepare the

offer to respond to future demand since it is difficult to convince people to get out of their comfort bubble the proposed alternative must be ready to welcome them and live up to their expectations. For this reason, the mediating association will have to, in the specific case of Venice, produce a vision that unites the entire Venetian community by beginning to bring into dialogue what are the two major sets of citizens of Venice:

- those who live in the city but are not dependent on the current tourism system

- those who are an active part of the current tourism system.

Dialogue between the two sides will be necessary to reach a compromise and a concordant vision with a bottom-up approach.

During this first phase, tourists can be involved mainly in data collection and feedback. However, the key players who will have to help contribute to the vision of the city will be the citizens themselves (since Venice has to be transformed again, keeping as a focus the idea of keeping it a living city).

Making citizenship active will require the following:

- A communication campaign to create a call to action for all citizens.

- Organizing engaging activities designed for awareness of the territory to make Venetians themselves aware of their territory.



These are three examples of potential activities given our chosen association's network:

### *ENGAGEMENT ACTIVITY 1: CLEAN UP*

After analyzing the association that we identified as an excellent candidate to be taken as the first attempt of this type of project, we have noticed the potential to integrate regenerative tourism (letting the locals try it in first place) thanks to the context in which Venice is located.

The lagoon, in fact, offers various possibilities of replicability of some formats already adopted in many parts of the world, usually related to rural areas, as it surrounds the whole city and is often ignored, both from a historical and naturalistic point of view by tourists who invade the historic center.

Lagoon of Venice is an ideal destination for regenerative tourism being a complex ecosystem that is home to a wide variety of flora and fauna, including over 300 species of fish and more than 400 species of birds.

It is also a UNESCO World Heritage Site, recognized for its unique cultural heritage. However, the Lagoon has been facing a number of environmental challenges, such as rising sea levels, pollution, and overuse, caused by mass tourism and urbanization and might become a key into spreading awareness about the territory because the lagoon status is a reflection of the abuse that the landscape is facing from years of tourism monoculture.

Regenerative tourism can play a crucial role in addressing the awareness that we want to share and Venice Calls has the papers in order to spread it in the right way since they have a long background in the organization of clean up in the specific context of the lagoon.

So we want to condense this regenerative experience into a single proposal by applying it to the thin line that divides Venice's historic center and the lagoon, thus discovering corners of the territory that would otherwise be difficult to visit. We also want to add a different declination depending on the target audience:

- Locals, more interested in discovering the territory for which our project proposal provides for declination with a much more naturalistic approach, integrating stakeholders such as Legambiente, associations such as Noi Dune Alberoni and Veras, thus bringing the tourist to the knowledge of the ecosystem that surrounds Venice and its criticalities and fragilities.

- Companies of the territory that organize corporate retreats or team building activities for which we have thought more aimed at life coaching organized by a Venice Calls member who has already been active in the sector for years and therefore gives added value to a territorial and environmental awareness activity but also of strengthening a specific group of people to bring out their maximum potential.

For the subsequent proposals, we were mainly inspired by what could be the potential of the area enhanced by the realities already part of the Venice Calls network, which therefore shares the same values of promoting the area.





## ENGAGEMENT ACTIVITY 2: FOLLOW ONE PRODUCT

In this proposal, we have decided to propose a format based on a local product (which will vary according to the season and availability) and to locals to discover its entire production process up to its arrival on the table, involving Toccia to organize cooking workshops that will have the product followed as the protagonist.

### Toccia

Toccia is an interdisciplinary research group that focuses on the positive impact of the territory and the local community. Founded by a self-taught chef, Marco Bravetti, the project is based on a design approach and on action and interaction to achieve one's goals. The reference horizon is Venice and its lagoon. Toccia aims to unite different professions and disciplines to share common ideas, experiences, and goals with an activist attitude toward the environment and the community.



<https://burst.shopify.com/photos/gardening-trowel-with-a-pepper-plant-in-it?q=vegetable>

Ph: Samantha Hurley



### ENGAGEMENT ACTIVITY 3: DISCOVER AN ARTISAN (Murano Wave Glass)

As a third activity, we have decided to immerse locals for a day in the life of one of the artisans who populate the lagoon, a reality that combines craftsmanship, tradition, and innovation is undoubtedly Murano Wave Glass with which we intend to create experiences that convey the crisis that the artisan world is experiencing and also how the resilience and ability to adapt of some realities keeps a tradition alive.

#### Murano Wave Glass

Wave Murano Glass is a company located on the island of Murano in Venice, founded in 2017 by Roberto Beltrami's passion for the art of glass. The furnace, located inside an 1850 building, covers an area of 1500 m<sup>2</sup> and uses five furnaces lit 24 hours a day to produce glass at an average temperature of 1150 degrees. The Wave Murano Glass team comprises ten experienced glass artisans, and the company has collaborated with some of the biggest brands in the furniture and lighting industry. Wave Murano Glass's mission is to continue the millenary tradition of glassmaking on the island of Murano by using technology to innovate and keep up with the rapidly changing world. The company is the only furnace in Murano to have a melting furnace compliant with industry 4.0 standards and with an energy recovery system to reduce environmental impact.



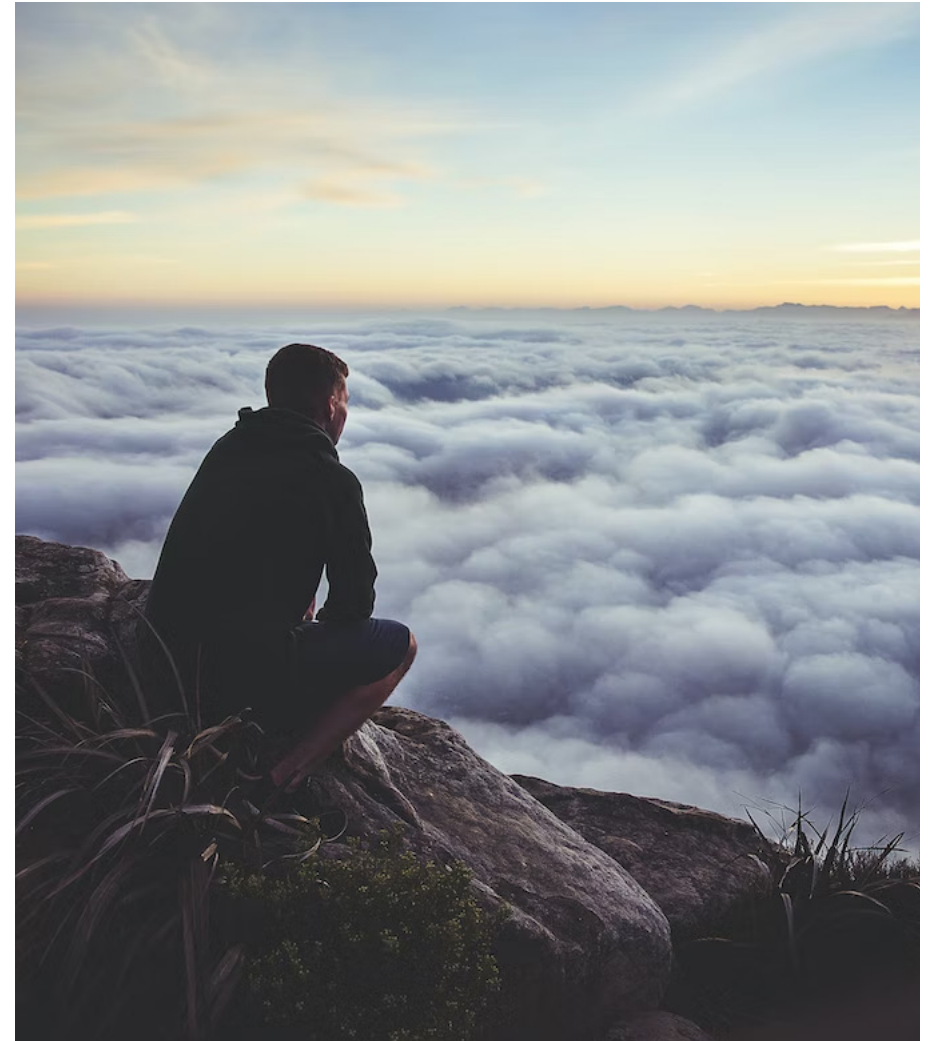
[https://unsplash.com/photos/gkaDpVKde\\_Y](https://unsplash.com/photos/gkaDpVKde_Y)

Those listed here only want to be an example, the tip of the iceberg of the design potential behind a territory so dense with culture and problems that are not known because they are buried by a tourist monoculture that is suffocating the authentic culture of this territory and which in the long run will implode on itself because it is not based on a sustainable model.

But through the design of similar experiences aimed at making the inhabitants themselves more aware of the various critical issues and problems in their area, it will be possible to produce a vision that takes into consideration multiple aspects of the area.

### ***1.1.3 The Vision***

After gathering all the citizens interested in being part of this change and after a process of awareness of the various critical issues in their area, making the two sides ready for dialogue, it will be time to carry out a subsequent multi-step process with the aim of producing a shared Vision resulting from a compromise between the livability of the city and its tourism reality (in all this, of course, Venice Calls will have a mentoring role to guide in the choices and debate between the two sides).



<https://unsplash.com/photos/Dwheufds6KQ>

Ph: Joshua Earle

## 1.2 Prioritize Actions

Once a shared vision has been produced, it will be necessary to form a kind of committee with the function of advancing this vision of the city in its small way but also in parallel with the institutions, trying to convince other citizens who may not have joined the process of creating the vision but could equally espouse its values. And many actions will take place:

-Community engagement, interviews

This will be the second meeting with the community always looking for cooperation to improve, change and measure the project.

-Regional industry engagement

It is important to start widening the network with meetings with regional industry and institutions always being systematic, this will enhance the input much better if the university or educational institutions are involved.

-Government stakeholder engagement

It is important to start widening the network with meetings with governmental bodies starting from the local level (comune di venezia) always being systematic.

-Podcast pilot (local stories)

The aim is to reach out to the realities below Venice, the hidden ones, which can become important with a digital podcast format.



<https://unsplash.com/photos/CiUR8zISX60>

Ph: Jakob Owens



## 1.3 Associations led Business Accelerator

### 1.3.1 Design Phase

The phase of an association-led business accelerator will be a critical stage in the development of small businesses and startups. An accelerator program will be designed to provide entrepreneurs with the resources, support, and mentorship they need to grow their businesses and achieve success.

During this phase, participating businesses will be given access to a wide range of resources, including training and education, access to funding, mentorship and networking opportunities, and more. The program will typically be structured as a cohort-based model, where businesses will be brought together to learn from each other, collaborate, and share experiences.

This is the moment when the transformation from vision to reality begins. In fact, at this point, start-ups will be selected based on the choices made by the community and the number of neighboring stakeholders added systemically to the realization of the vision, with the intent of proposing them to:

- Regional Government
  - National Government
  - European Union
  - International Tourism Business companies
- as example of one of those companies that this type of projects should aim for we selected:



/Image prompt Venice Calls: Systemic Design for a bottom-up transition towards regenerative tourism as an abstract, ecosystems, circularity, co-operation, life, regeneration, blue, colors, realistic, cinematic lighting, volumetric

## Hilton

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As we prepare to celebrate Hilton's milestone 100th year of hospitality, I am struck by our remarkable legacy. Over the last century, we've had a positive impact across the globe – what Chip Heath has called The Hilton Effect – serving more than 3 billion guests, employing 10 million Team Members and contributing \$1 trillion in economic impact. And as we drive The Hilton Effect forward in this Golden Age of Travel, we depend more than ever on a planet that can continue to support and sustain our growth. That's why in 2018 we launched ambitious new Travel with Purpose 2030 targets for driving positive social and environmental change on a global scale.

Through these targets, we pledge to cut our environmental footprint in half, and double our social impact investment by 2030. Travel with Purpose is the natural extension of that drive to positively change the world around us, and we take our responsibility seriously. That's why we are focused on leading the way in ensuring the destinations where our guests live, work and travel are vibrant and resilient for generations to come. Notably, we are the first major hotel company to both set science-based targets to reduce carbon emissions in line with the Paris Climate Agreement, and to commit to sending zero hotel soap to landfill.

And importantly, we will double our investment in inclusive growth for all through programs that help women, youth, veterans, refugees and people with disabilities around the world – so that our communities can realize the full economic benefits of travel and tourism. All of this is in line with our pledge to further the United Nations' 2030 Agenda for Sustainable Development.

These are the Words of Christopher J. Nassetta President and Chief Executive Officer of Hilton deciding to commit to a more sustainable future for his Company.



Taken from <https://cr.hilton.com/wp-content/uploads/2019/03/Hilton-Corporate-Responsibility-2018-2.pdf>

Travel with Purpose is Hilton's environmental, social and governance (ESG) strategy that aims to align the company's business practises with its commitment to sustainability and social responsibility. The strategy was launched in 2011 in response to the growing demand for companies to consider their impact on the environment and society, and has since become a cornerstone of Hilton's corporate culture.

The ESG strategy, known as Travel with Purpose, is based on three pillars: creating opportunities, sustaining resources and strengthening communities. These pillars serve as the foundation for Hilton's efforts to reduce its environmental footprint, promote diversity and inclusion, and support local communities through a variety of initiatives.

In terms of creating opportunities, Hilton is committed to promoting diversity, equality and inclusion in the workplace and in the communities in which it operates. The company has implemented a number of initiatives to support these goals. These include creating diversity and inclusion training programmes, developing a global

supplier diversity programme and establishing partnerships with organisations that support underrepresented communities.

In terms of resource conservation, Hilton is focused on reducing its environmental impact by reducing greenhouse gas emissions, increasing energy and water efficiency and promoting sustainable tourism practises. The company has set ambitious targets to reduce its environmental footprint. These include a target to reduce carbon emissions by 36% by 2030 and increase the use of renewable energy sources to 30% by 2025. Finally, in terms of community empowerment, Hilton is committed to supporting local businesses and communities through charitable giving and volunteering. The company's charity programme, known as Hilton Honours Points, allows guests to donate their loyalty points to a variety of charitable organisations, while the Hilton Team Members Serving Together volunteer programme encourages employees to get involved in community service initiatives.

Travel with Purpose is an excellent example of the positive impact a well-thought-out ESG strategy can have on a company's reputation, financial performance and overall success. Hilton's commitment to sustainability and social responsibility has not only enhanced its reputation, but also contributed to long-term growth and profitability.



This demonstrates that companies that prioritise ESG not only do the right thing for the environment and society, but also make smart business decisions that benefit their stakeholders and support long-term success.

### LAUNCHED 2030 GOALS

to double investment in social impact and cut our environmental footprint in half

#### FEATURED GOALS:

Double our monetary response, empowerment efforts and investment in resiliency against natural disasters

Contribute 10 Million volunteer hours to activate our Travel with Purpose commitment in our communities

Double Action Grants for social and environmental impact projects in our community

### VOLUNTEERING

During our 2018 Global Week of Service, Hilton Team Members volunteered:

 **236,930**  
hours across

 **93**  
countries through

 **5,000**  
projects



That's more than  
**\$5.8M**  
invested in our communities globally through volunteerism

### ACTION GRANTS

 **76**  
Action Grants awarded

**China: Hilton Chengdu**  
Partnered with other hotels in the area to educate young girls at the Liangshan Yi Minority Girls School on career pathways in hospitality and provide a better educational environment

**\$222,000**  
Invested to positively impact local communities and the environment

**USA: Hilton Garden Inn Akron East**  
Worked with Robinson Learning Center of Akron Public Schools to create a green room utilized as a teaching tool for agricultural curriculum

 **Russia: Hampton by Hilton St. Petersburg**  
Provided hospitality skills training and internship opportunities to displaced citizens through partner "Nochlezhka"

 **234M+**  
Hilton Honors points donated to support non-profit organizations in 2018

### DISASTER RELIEF

**\$175,000+** raised in 2018 for the Hilton Responds Fund to support 100 Team Members impacted by natural disasters

**\$3M+**  
raised to date



Through our partnership with Clean the World, we donated more than

**60K & 128K**  
bars of soap kits  
for disaster relief

### DOUBLING INVESTMENT IN SOCIAL IMPACT



Supported the development and launch of **global industry goals for youth, water, carbon and human rights** in partnership with the International Tourism Partnership



Rolled out mandatory **anti-trafficking training** across all brands



Logged **236,930 Team Member volunteer hours** across 93 countries and nearly 5,300 projects during our 2018 Global Week of Service

Launched **Tru by Hilton partnership with Boys & Girls Club of America** to provide Club teens with the foundation they need to prepare for future careers



**Impacted over 900,000 young people** nearing our pledge to Open Doors for 1 million young people by 2019

**Donated over 234 million** Hilton Honors points to support **non-profit organizations** in 2018

Launched 10 campaigns globally through the Hilton Responds Fund, **raising over \$175,000 to support 100 Team Members** that were impacted by natural disasters

Awarded 76 Travel with Purpose Action Grants, **investing \$220,000 in local communities**



### 1.3.2 Updating Phase

The phase of project updating is an essential step and will be performed at regular intervals throughout the life cycle of the projects. This phase involves reviewing and revising the project plan, monitoring progress, and making any necessary adjustments to ensure that the project remains on track and aligned with its original goals and objectives. During the project updating phase, the design team assesses the project's current state, including progress against the project schedule, budget, and scope. They also assess the status of risks, issues, and dependencies and determine if any changes to the project plan are necessary to mitigate or resolve these items. The team also identifies any new risks or challenges that may have arisen and develops plans to address them.

Additionally, this phase provides an opportunity for the project manager to communicate with stakeholders of the network, including the project sponsor, customers, and team members.

Stakeholders' feedback can also be gathered and incorporated into the project plan as necessary.

The phase of project updating will be a crucial step in ensuring the success of a project. It helps to keep the project on track and aligned with its goals. Adequate projects updating will be essential for the delivery of high-quality results and helps to ensure that the project is completed on time, within budget, and accordingly with the Vision.

## 1.4 PROJECT LEGACY

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### 1.4.1 Projects Evaluations

The phase of project evaluation will be the start of the final stage in the project life cycle, and it will involve a thorough review of the project's overall performance, results, and outcomes. This phase will aim to assess the project's success in meeting its objectives and to determine what worked well, what could have been done better, and what lessons can be learned for future projects.

During the project evaluation phase, the team will conduct a detailed analysis of the project's progress, including an assessment of its scope, budget, schedule, and quality. They also will review the project's risks, issues, and dependencies and assess the effectiveness of the strategies used to manage them.

Venice Calls will make a report with data on all projects to make all citizens updated on the progress of various projects.

### 1.4.2 Communication Campaign 2.0

At this point, a second communication campaign will be needed. This time, however, aimed only at tourists since having arrived at this stage of the planning cycle, there will be many activities and tested projects ready to welcome tourists willing to change their approach to travel and discovery of the area.

### *1.4.3 Vision Recognition*

This is the moment of truth when once the projects are released, one can begin to see the real response to the design made based on the vision and compare them by gathering feedback on the progress of the macro whole: The team will evaluate the project's impact on stakeholders, including customers, employees, and the organization.

In addition to reviewing the project's technical aspects, the Vision recognition phase will also check how much every project fits with the vision.

This will include a review of the project management methodology used, the effectiveness of the project team, and the quality of communication and collaboration throughout the project.

Based on the findings from the check, the team will develop recommendations for improvement, both for the current project and for future projects. These recommendations may include changes to project management processes, improvements to project scope, budget, or schedule, or new strategies for managing risks and dependencies.

### *1.4.4 A Never ending cycle continue*

All the data collected from the quality control phases of the projects and feedback with the public and the comparison with the vision will initiate another cycle in which, as the issues change, the engaging activities will also change in order to continue to update the citizenry on the issues that plague the area by keeping them up to date and making them actively engaged for positive change in their landscape.

At this point, the vision of the past cycle will be presented again, and it will be seen whether and how to pursue it again or change it.



# PROJECT MAP

**3**  
**PHASE**  
*Replicability*

*The tourism sector relationships  
incentives and governance*

**2**  
**PHASE**  
*Urban Regeneration*

SYSTEM OR SECTOR

*Regeneration*

GLOBAL SYSTEM

*Dominant economic paradigm, its values and assumptions*

Worldwide

Veneto Region

NATIONAL  
GOVERNMENT

REGIONAL  
GOVERNMENT

Updating Phase

INNOVATIVE IDEAS  
Design Phase

Venice Lago

PROJECT1  
Ecosystem

PROJECT2  
Heritage

PROJECT3  
Biodiversity

PROJECT4  
...

1.4

PROJECT LEGACY

Projects Evaluations  
How closer are to the vision?

Communication  
Campaign 2.0

VISION  
Recognition

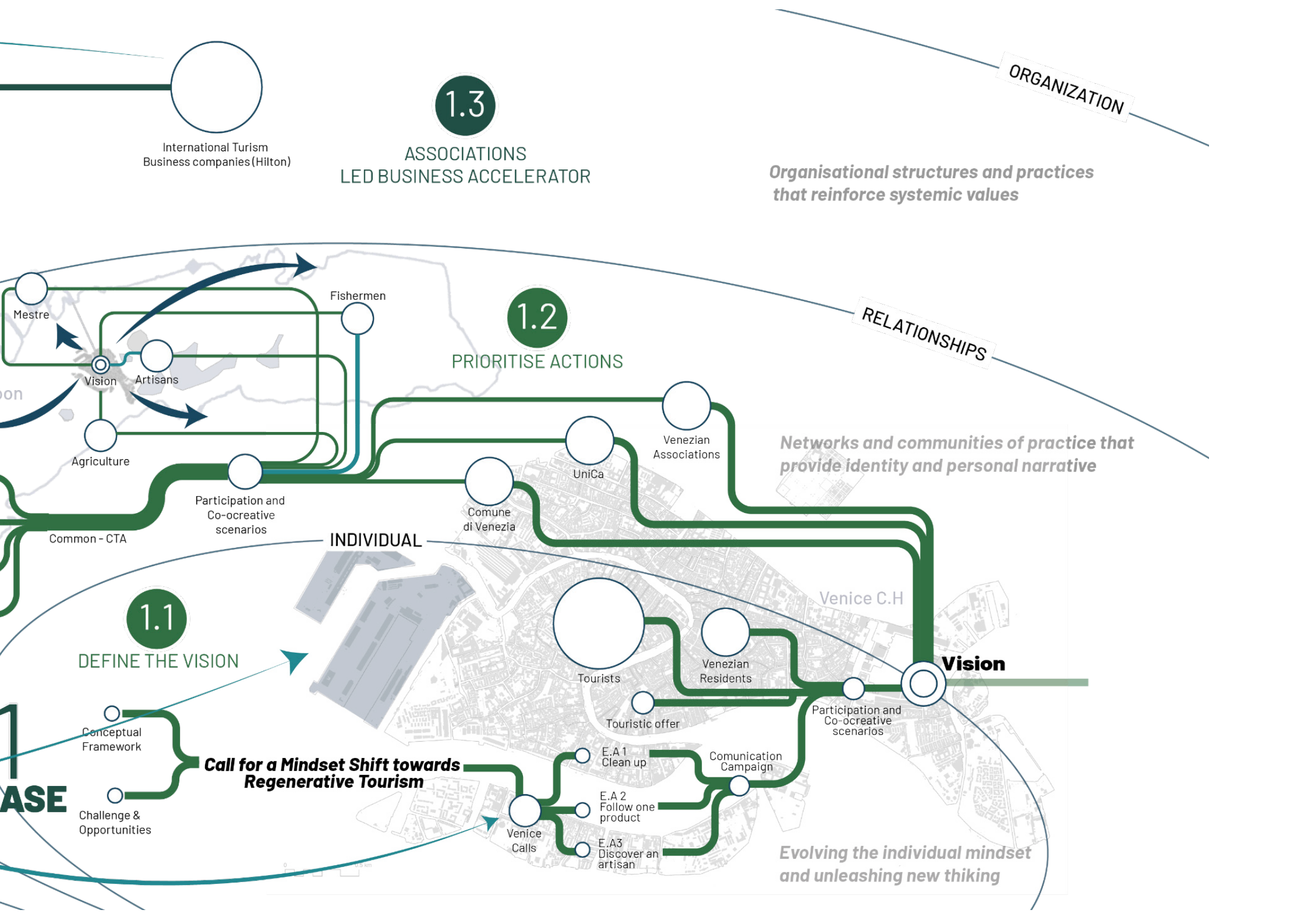
CTA 1  
Ecosystem

CTA2  
Heritage

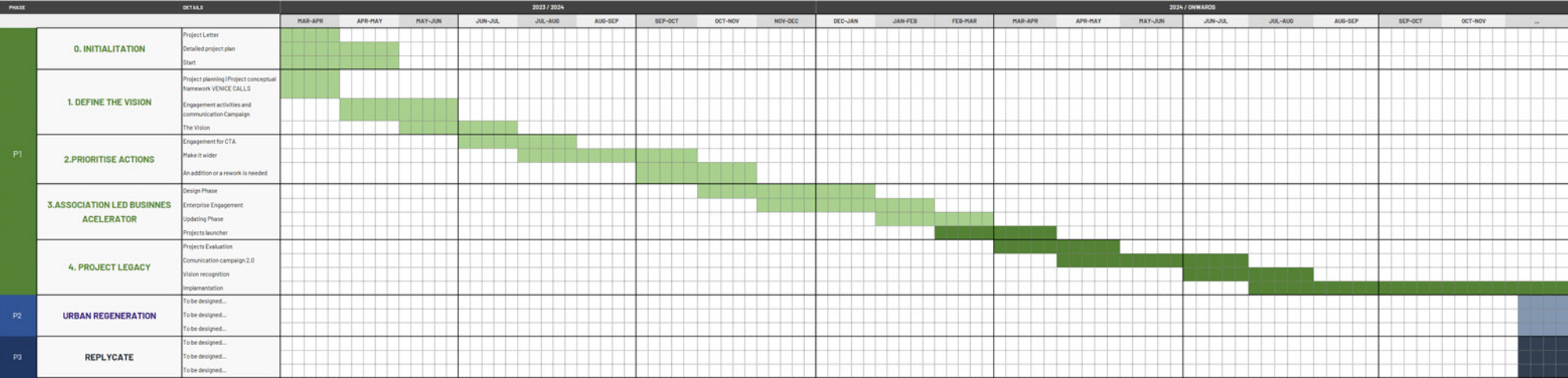
CTA3  
Biodiversity

CTA 4  
...

PH



5.5 Gantt Diagram



This Diagram Gantt has been carefully constructed by taking into account the timing of all the different phases of the project. The primary goal of this chart is to understand how long the complete cycle of the first phase lasts, which has been further divided into interdependent activities and cannot be initiated without completing the preceding ones. The first phase of the project, which is the most critical and elaborate in this thesis, has been allocated a duration of approximately two years. This phase serves as the foundation of the entire project, designed to be developed over a long-term period.

The importance of the first phase lies in the fact that it enables the accurate calculation of all the resources and variables that will be required for the successful execution of the project, from the idea's conception to the project's implementation. Additionally, it provides a clear path for the evolution of engagement activities into tangible projects. The duration of the first phase has been meticulously calculated to ensure that all necessary aspects are adequately covered and the project can progress smoothly without any impediments.



## 5.6 Further contributions

### Phase 2

After a few cycles necessary for self-regulation of the system and once the network will be enlarged, planning with the partners will be consolidated, and the effectiveness of the various formats has been verified, we believe that the next and necessary step would be to set up a place that becomes a central point of meeting between the network of realities eager to promote more sustainable models of use of the territory, the partners who support these realities, citizens and tourists eager to discover the authenticity of a place.

For this project, we would already have in mind an association twinned with Venice Calls called Venice Urban Lab, whose primary interest is planning aimed at urban regeneration.

### *Venice Urban Lab*

Venice Urban Lab is a research initiative to address the complex challenges facing the city of Venice and its urban environment. The lab is dedicated to exploring innovative solutions to the city's problems, such as flooding, erosion, and environmental degradation.

The Venice Urban Lab works closely with researchers, urban planners, architects, and other experts to develop new and innovative approaches to urban planning and design. This involves researching the social, economic, and environmental factors that impact the city and working with local communities to understand their needs and perspectives.

One of the key objectives of the Venice Urban Lab is to promote sustainable urban development that is resilient to the effects of climate change. This involves developing strategies to reduce the city's carbon footprint, preserve its historical and cultural heritage, and improve its overall quality of life.

The Venice Urban Lab also works to develop new technologies and innovations that can be used to address the challenges facing the city. This includes using advanced data analytics and modeling tools to understand better the city's complex systems, as well as developing new approaches to water management and flood protection.

### Phase 3

The final step would be to export this model to other cities, adapting it based on the criticalities and needs of the various territories, thus triggering punctual systems which over time could change the balance a little in the current and deeply rooted tourist system.



06

CONCLUSION



## *Conclusions*

Researching the systemic problems affecting the Venetian territory was a complex and profound undertaking that led to the development of a project idea based on the principles of regenerative tourism. However, due to the limited time and quantitative information available in the territory, the scope had to be limited to a conceptual and propositional phase. This realization highlighted the need for a long-term approach that would consider the systemic nature of the problem at all levels of the territory's physical, social, administrative, and environmental interrelations.

The COVID-19 pandemic demonstrated the resilience of the Venetian territory in terms of the environment but not in terms of its economic, social, psychological, and habitat aspects. This underlines the importance of finding an alternative model for the well-being of the lagoon. The research considered our roles as designers, tourists, and locals and recognized the need for a holistic vision from different perspectives.

The systemic design approach opens the way towards the transformation and transition of territory in crisis and engages new key actors who can strengthen a new way of tourism and life that strives for the common good. The project idea proposed a change of mentality and action in the territory, involving as many stakeholders as possible and considering other realities in the area that have not flourished. This approach recognizes that the Venetian problem is not only local but a global one, linked to the current devastating economic development that has led to environmental and social crises that also affect other territorial realities.

The recommendations for the future development of the planned phases recognize the need for clearly defined public policies for a future Venice that is socially, politically, and environmentally just (regenerative). These recommendations are partial, given the complexity of the subject, but they conclude a period of deep immersion in the Venetian context and support the emergence of an alternative model for its well-being. We hope that this research and its conclusions will provide support for the future that the lagoon deserves.



It is the role of youth to break paradigms, guide older and future generations and find the best alternative. This highlights the importance of involving the younger generations in the project and recognizing their role in shaping the future of the area. The long-term approach of the project also recognizes that change will not happen overnight but will require sustained effort and cooperation between different sectors and stakeholders.

The study of the systemic issues affecting the Venetian territory has highlighted the need for a long-term approach to address the complex interrelationships between physical, social, administrative, and environmental factors. The project idea, based on the principles of regenerative tourism, proposes a change of mentality and action in the territory, involving as many stakeholders as possible and taking into account other realities in the territory that have not flourished yet. The recommendations for the future development of the planned phases recognize the need for clearly defined public policies for a future Venice that is socially, politically, and environmentally just. We hope that this study and its conclusions will support the future that the lagoon deserves and that younger generations will be involved in shaping the future of the area.

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### **Pg.40**

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### **Pg.63 timeline**

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### **Pg.64**

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