



CHRISTA
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Development Fund

Action Plan

Veneto Region – Tourism Department



REGIONE DEL VENETO

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CONTENTS

EXECUTIVE SUMMARY	3
INTRODUCTION	3
THE LAGOON OF VENICE AND THE REGIONAL POLICY INSTRUMENT.....	3
CONCLUSIONS AND RECOMMENDATIONS	5
PART I – GENERAL INFORMATION	6
PART II – POLICY CONTEXT	6
PART III – DETAILS OF THE ACTIONS ENVISAGED	7



Executive summary

Introduction

With the aim of becoming a leader in Italian tourism and to achieve a greater level of competitiveness, as well as the sustainability necessary for its protection, the Veneto Region through this Action Plan aims to facilitate the governance of the Lagoon, the stimulation of new ideas and the creation of new experiences, preserving and protecting the cultural and natural heritage of the islands of the Venice Lagoon, involving local stakeholders and small and medium-sized enterprises that operate in a sustainable manner.

The present Action Plan is based on a Capacity Building process carried out in the period October 2017 - January 2018, which served to create occasions of exchange, discussion and identification of the 8 Actions presented. The document specifies the nature and the modalities of the actions to be implemented, their development period and the actors involved. It must also serve as a starting point for a continuous dialogue between the stakeholders and the Veneto Region to facilitate the implementation of regional policy instruments that lead to a sustainable development of tourism in the long term.

The actions envisaged in this plan are aimed at creating virtuous circles in the lagoon territory through:

- The creation of an association that plays the role of coordinator between the various stakeholders of the Lagoon and that aims to promote a constant collaboration and knowledge exchange in the framework of the regional policies (ROP...);
- The promotion of a sustainable tourism that generates cultural, economic and social development, thanks to the responsible management of activities and tourism offers linked to cultural and natural heritage and to artisanal production, promoting the creation of tourism products closely linked to the local identity and, as well as, a true interaction between the host community and the tourist;
- The creation of new themes and new experiences able to meet the needs of today's tourists;
- The gradual hijacking of tourist flows from the most frequented destinations to still marginal ones;
- The development of new and better information structures and means of interpretation to promote the tourism offer, the cultural and natural heritage of the Lagoon;
- The active involvement of the actors representing the tourism economy of the islands of the Venice Lagoon.

The Lagoon of Venice and the Regional Policy Instrument

In 2017 the Veneto Region has achieved a new historical record, both for the number of tourists who have stayed there and for total overnight stays. At the end of 2017, in fact, with 19.1 million arrivals (+7.4% compared to 2016) and 69.1 million visitors (+5.8%). For some time now, Veneto has also held the record for both number of arrivals and number of presences. Managing this immeasurable heritage has required specific measures, especially in a scenario of profound changes in international



markets and in the economic and social framework. For this reason, since 2013 the Veneto Region has developed a new regulatory framework.

Next to the ROP, Veneto Region is also equipped with another tool, that's to say the Regional Law of 14 June 2013 n. 11 "Development and sustainability of Veneto tourism" whose aims can be summarized as follows:

- Promotion and integration between the territorial (public) system and the (private) Business System;
- Reorganization of the governance;
- Innovation and differentiation of the tourism offer and products;
- Avoid the stagnation of mature tourism destinations;
- Increase the Veneto tourism GDP

Following the regional policies, the territory of the Lagoon of Venice belongs to two Thematic Tourism Systems, i.e. TTS Cities of Art and TTS Sea and beaches. The 5 DMOs which operate within the Lagoon are : (1) Chioggia; (2) Riviera del Brenta and Terra dei Tiepolo, (3) Venice; (4) Cavallino-Treporti; (5) Jesolo-Eraclea. It is important to valorize the lagoon of Venice in the identified territorial focuses.

The objective of the ROP ERDF 2014-2020 is to contribute to the realization of the European Union's strategy for smart, sustainable and inclusive growth, as well as to foster economic, social and territorial cohesion. Veneto Region has based its regional POR FESR on 8 strategic development axes. Axis 3 - "Competitiveness of production systems" - has a strong focus on tourism development and its Priority b) is the investment in the development and implementation of new business models for SMEs, in particular for internationalization, and it foresees the support of the tourist system, in a perspective of enhancement of the cultural and natural heritage. Action 3.3.4 therefore provides support for the competitiveness of companies in tourism destinations, through interventions of qualification of the offer and tourism development in three areas, in particular:

1. the development of tourism businesses complementary to the traditional tourism sector;
2. the development and consolidation of business networks and/or product clusters;
3. the development of companies with a focus on sustainable tourism.

The beneficiaries are the SMEs present in the regional territory. Through marketing actions, the territory aims at developing a qualified tourist offer as well as innovative products and services able to meet the expectations of tourism demand and the market. Veneto ROP ERDF supports and promotes the activation of new businesses, also complementary to the traditional tourism sector, for the creation of innovative and sustainable tourism products. The same actions are used to enhance particular cultural and natural attractions of the territory and to reposition on the market the Venetian tourist destinations at greatest risk of stagnation.



Conclusions and Recommendations

With this Action Plan we hope to create virtuous circles and to stimulate what is considered the Orange Tourism within the Venice Lagoon with the ultimate goal of preserving and promoting the Intangible and Cultural Heritage of this territory. Finally, through the actions presented in the plan, we hope to improve the governance and the collaboration among the various stakeholders in order to go increasingly towards a responsible and sustainable tourism.

With reference to the ROP-ERDF 2014-2020 axis 3 action 3.3.4 and the Project:

1. A call for proposals (sub-action A) will be issued in October/November 2018 on new businesses and new tourism products with a view to differentiating them from mature tourism and at the same time ensuring sustainability. Among the eligible areas, there is also the target area of the Christa project as the call is addressed to the DMOs (including those of the lagoon area). The link between the call and Christa is constituted by the new tourist products arising from the Action Plan as the result of a path of accompaniment of the economic operators involved (enterprises). The financed initiatives will take shape in cycling tourism, food tourism and slow tourism in general.
2. A second call (sub-action D) concerns the aggregation of enterprises for internationalization projects (therefore not only networks but also consortia and temporary joint ventures). Here, too, the criterion of sustainability is implicit and the DMOs are equally involved.
3. A third call for proposals (Action 6.8.3) is currently being evaluated by the Monitoring Committee, which concerns the participation in fairs, under regional direction, through ROP funds, and it also includes tourist offers created through European projects (e.g. tourism products developed in the AP of Christa). The project video, in particular, will be projected and conveyed at fairs and other events in which the Veneto Region will take part, in accordance with the purpose of the call.

The indirect result of Christa was the creation of two business networks, one of which was funded and afterwards became one of Christa's stakeholders (SlowVenice). Direct result was, instead, the foundation of OTS Laguna di Venezia – Association.



Part I – General information

Project: CHRISTA: "Culture and Heritage for Responsible, Innovative and Sustainable Tourism Actions" - Index number PGI00057

Partner organisation: Tourism Department – Veneto Region

Other partner organisations involved (if relevant):

Country: ITALY

NUTS2 region: 2

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Part II – Policy context

The Action Plan aims to impact:

<input checked="" type="checkbox"/>	Investment for Growth and Jobs programme
<input type="checkbox"/>	European Territorial Cooperation programme
<input type="checkbox"/>	Other regional development policy instrument

Name of the policy instrument addressed:

ROP ERDF 2014-2020 Axis 3 Action 3.3.4.



Part III – Details of the actions envisaged

ACTION 1

1. The background

The territory of the Lagoon, following the directives of L.R. 11/2013, belongs to two Thematic Tourist Systems, that are the TTS “Cities of Art” and the TTS “Sea and Beaches”. Within these two TTSS, 5 DMOs manage the territory of the Lagoon of Venice, namely:

1. Chioggia (TTS Sea and Beaches)
2. Riviera del Brenta and Terra dei Tiepolo (TTS City of Art)
3. Venice and its Lagoon (TTS City of Art)
4. Cavallino (TTS Sea and Beaches)
5. Jesolo (TTS Sea and Beaches)

As highlighted in Chapter 1, the Lagoon is only marginally mentioned in the regional programming tools and there are no strategic lines and precise actions on the protection and promotion of Intangible Heritage. Moreover, as seen in the SWOT Analysis, given the absence of a strong governance and coordination among the private and public actors and the multiplicity of projects present in the Lagoon, there is a strong possibility that ungoverned and unsustainable processes may take over. Moreover, the lack of a strategic planning can have strong repercussions on a collective level as well, such as the privatization of important parts of the territory, the demographic depletion and the increase of unsustainable activities, in an economic, social and environmental sense.

The Policy Learning Guidelines on Intangible Heritage document, elaborated within the Christa project by the expert J. Tresserras Juan, shows how it is important and necessary to create synergies within the territory, in order to promote the safeguard of the ICH and subsequently to create opportunities for the implementation or transmission of the ICH. Specifically, it is highlighted that:

“For the generation of development from a joint strategy of culture and tourism create and strengthen a cultural tourism network that involves all stakeholders and promotes a strategic alliance to generate joint synergies between culture, tourism and the community. If the destination chooses to promote cultural tourism, it is vital to create a strategic plan with objectives, actions, results, indicators and timetable for its implementation. It is necessary to evaluate the costs and incomes, as well as the actors who assume them or who will manage and implement the actions envisaged.” (p.20)

2. Action

Creation of an association, a single stakeholders coordinating body for the Lagoon of Venice.

Type of Action	Improved Governance
Theme Project	Intangible and Industrial



Creation of an association that performs the role of a coordinating body between the various stakeholders of the Lagoon and which aims to protect and promote the Intangible Heritage. It will design, manage and organize the territory in a sustainable perspective and with the orange tourism principles.

The association will act as a coordinating body among the operators of the Lagoon and will determine sustainable development paths, as a tourist destination as a whole. The organization will allow the planning, management and organization of the territory, through the promotion of a constant dialogue with and between the 5 DMOs and the Veneto Region.

The aims of the association are:

- Influencing the regional programming (ROP)
- Creation of a dialogue with the Municipalities, DMOs and the Veneto Region.

The association will be officially presented on 25th June 2018 in Certosa Island (Venice).

3. Players involved

Christa stakeholders, the external experts and the Veneto Region will participate in the construction and foundation of the association.

4. Timeframe



5. Costs

No costs are foreseen.

6. Funding sources

Not applicable.

ACTION 2

1. The background

The new association (Action 1) will have to adopt a brand in order to identify the new body and the associated operators. As highlighted in the Policy Learning Guidelines on Intangible Heritage, the adoption of a brand serves to create added value to the association's communication and its mission, as it is able to play the role of a common denominator among the various initiatives and projects carried out by the individual members.

2. Action

Creation and adoption of a label to identify the products and services of the members of the new association



Type of Action	New project
Theme Project	Intangible and Industrial

The association will have to perform the following sub-actions:

- Brand creation: identification of the name, symbol-logo and pay-off. The brand must be clearly recognizable and have a good depth of appeal, emotional capacity and memorability.
- Define a specification and a technical manual use.
- Stimulate the use of the brand among the members.
- Constantly monitor the use of the trademark and intervene if there are incorrect uses in order to avoid the loss of symbolic value.

The new brand will guarantee a recognition of equal credit for the multiplicity of medium-sized companies operating within the Lagoon. The logo will be based on three aspects:

1. On the identification component, thanks to all the elements that allow the identification of the association, such as the symbol, the logo, the name, the color, the slogan.
2. On the evaluation component, that is the set of "meanings" and "values" that the user will attribute to the association.
3. On the fiduciary component: the set of elements that generate trust towards the association.

3. Players involved

The new association, the external experts and a designer for the creation of the label (member of OTS association)

4. Timeframe

<p>June 2018</p> <ul style="list-style-type: none"> •Creation of the brand 	<p>June - September 2018</p> <ul style="list-style-type: none"> •June 25th, presentation of the Association and the brand •Definition of a technical manual use 	<p>September 2018 - December 2019</p> <ul style="list-style-type: none"> •Stimulate the use of the brand among the members
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5. Costs

Costs are estimated in 12 working hours with a cost of 600 euro.

6. Funding sources

It is a form of in-kind contribution (since the designer is a Christa stakeholder and a member of the new association).



ACTION 3

1. The background

The documents "Study on tourism and intangible cultural heritage" (UNWTO, 2012) and the "Policy Learning Guidelines on Intangible Heritage", elaborated within the Christa project, describe how the Intangible Heritage can be transformed into cultural tourism products, and specifically through:

- The development of new routes, circuits or heritage networks;
- Use or revitalization of festivals and events;
- Creation of cultural spaces or the use of existing structures to expose the heritage;
- The combination or interweaving of tourist attractions to create holiday themes;
- The use of existing circuits, or the revitalization of networks, or the creation of new routes.
-

Two specific examples included in the Christa project are:

- a) The guided tours to discover the courtyards of Córdoba, in Spain, available all year round, and intensified during the May period at the local festival (<http://www.turismodecordoba.org/patios-de-cordoba.cfm>).
- b) The Prisma Västra Götaland, a digital arena that brings together the sites of historical-industrial interest in the Västra Götaland region in Sweden. The project stems from a partnership between the offices of the region (tourism and culture) and between various museums and associations active in the protection, promotion and management of industrial heritage. The platform is not and does not want to be an archive, but rather wants to tell about people, places and industries that have laid the foundations of the modern society of this territory. The stories are not just about industrial history, but about the whole social transformation and the life of people during this historical period. Everyone, from museums and associations to municipalities and individuals, can contribute with stories, films, images and suggestions on visits. All the material published on Prisma is free to share and use by others. In parallel, the Västra Götaland region (partner of the Christa project) periodically updates the industrial sites and the stories that emerge within Prisma in the official portal of the Västsverige.com destination and it has created new itineraries which combine together the industrial tourism offer within the existing biking and hiking routes.

2. Action

Creation of new cultural routes in order to highlight the Intangible and Industrial Heritage

Type of Action	New project
Theme Project	Intangible and Industrial

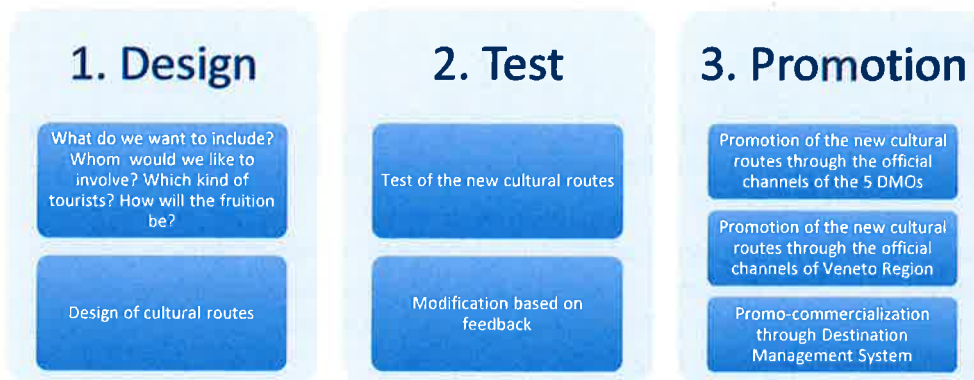
The action involves the identification of specific "cultural routes" that will be built starting from the Intangible and Industrial Heritage. The cultural routes will therefore have the aim to emphasize the excellence of the territory and to meet specific motivational families, moving from a generic promotion of the territory to a promotion of a specific offer, able to give relief and concreteness to the Intangible Heritage and to highlight the Industrial Heritage.



The new itineraries will add value on different levels:

- creating new holiday experiences within the territory;
- enhancing the Intangible and Industrial Heritage;
- improving governance thanks to the collaboration of several institutions and private actors;

The action is characterized by three phases:



3. Players involved

Christa Stakeholders, 5 DMOs, External experts, Veneto Region

4. Timeframe



5. Costs

The estimated costs are:

First phase, Design

- No costs are foreseen.

Second phase, Test

Christa Stakeholders will be personally involved on test days as tester. Costs are estimated in 60 working hours by Christa stakeholders as a form of in-kind contribution.

Third phase, Promotion

- Promotion activities will be included on standard promotion activities of Veneto Region and of 5 DMOs
- Costs are estimated in 20 working hours by S. Marchioro (Veneto Region) for the implementation of the DMS, that would cost 680 euro; it is a form of in-kind contribution.
- The Destination Management System is a free tool promoted by Veneto Region; costs for



this tool are already accounted in another budget line of Veneto Region.

6. Funding sources

Not applicable.

ACTION 4

1. The background

As has been highlighted in the previous chapters, the Lagoon has the need to safeguard, protect and promote the traditions and the intangible heritage of its territory and give impulse to what is called the orange economy.

According to the document "Policy Learning Guidelines on Intangible Heritage" (Christa Project), today more than ever, it is crucial to support a kind of tourism which is able to generate cultural, economic and social development thanks to a responsible management of activities and by offering products related to cultural heritage and craft production.

This type of tourism is the so-called "Orange Tourism" (since it is in line with the orange economy's principles) and it primarily promotes:

- the creation of tourism products closely linked to the local identity;
- a true interaction between the host community and the tourist.

In this way, tourism becomes one of the cornerstones of the endogenous development of the community, and on the other hand, it becomes the vehicle for transmitting and safeguarding the cultural and immaterial heritage of the territory.

Among the various tools and actions that contribute to improving ICH tourism management, the document "Policy Learning Guidelines on Intangible Heritage", elaborated within the Christa project, cites:

- Implementation of tourism activities in the districts linked to crafts and local creativity;
- Creation and implementation of cultural centers, museums, collections and interpretation centers;
- Creation of Courses and Workshops;
- Creation of demonstration-shows;
- Creation of experimental experiences.

Specific examples included in the Christa project are:

- The inscription of the art of laces of the Island of Cyprus in the Representative List of the Intangible Cultural Heritage of Humanity, in 2009 (<http://www.unesco.org/culture/ich/index.php?lg=es&pg=00011&RL=00255>).
- The demonstration-shows organized in Oostduinkerke, Belgium allow you to observe the fishing process and then taste local dishes based on this crustacean (<http://visitor.koksijde.be/product/2225/shrimpfishermen-on-horseback>).
- Experiences organized in Võromaa in Estonia allow visitors to enjoy the traditional use of the smoke sauna. (<https://www.visitestonia.com/en/sauna-session-in-a-traditional-old-voromaa->



[smoke-sauna-at-mooska](#)).

- The Castellers, the human towers organized in Catalonia (Spain), which involve tourists in tests or activities planned specifically for them. There are experiences of this kind in Barcelona, Tarragona, Terrassa, Valls and Vilafranca del Penedès (<http://www.unesco.org/culture/ich/index.php?lg=es&pg=00011&RL=00951>).

2. Action

Creation of "Demonstration shows" and "Experimental experiences"

Type of Action	New project
Theme Project	Intangible and Industrial

The action involves the study and creation of new tourism products that are able to combine tradition and innovation using creativity and Intangible Heritage as a common thread. The demonstration shows and the experimental experiences will have as background the tradition and the local culture and will instead put at the center the active participation between the community and the tourist, who usually does not want to be a tourist, but a traveler or a local. Specifically, the action includes:



3. Players involved

Christa Stakeholders, Christa External experts, New association, 5 DMOs and Veneto Region

4. Timeframe

June 2018 - September 2018	September 2018 - December 2018	January 2019 - March 2019	April 2019 - December 2019
<ul style="list-style-type: none"> • Identification of the actors to be involved 	<ul style="list-style-type: none"> • Feasibility analysis of product development • Study of the market and the different degrees of motivation of the tourist 	<ul style="list-style-type: none"> • Design of demonstration shows and experimental experiences • Test • Modification based on feedback 	<ul style="list-style-type: none"> • Promotion



5. Costs

The estimated costs are:

First phase, Design

- No costs are foreseen.

Second phase, Test

Christa Stakeholders will be personally involved on test days as tester. Costs are estimated in 60 working hours by Christa stakeholders as a form of in-kind contribution.

Third phase, Promotion

- Promotion activities will be included on standard promotion activities of Veneto Region and of 5 DMOs.
- Costs are estimated in 20 working hours by S. Marchioro (Veneto Region) for the coordination of promotion activities of Christa project, Veneto Region and the 5 DMOs; the estimated costs are 680 euro; it is a form of in-kind contribution.
- The Destination Management System is a free tool promoted by Veneto Region; costs for this tool are already accounted in another budget line of Veneto Region.

6. Funding sources

Other possible opportunities for Christa stakeholders:

- **POR FESR 2014-2020. Asse 3. Azione 3.3.4**

ACTION 5

1. The background

In the islands of the Venice Lagoon there are currently no reception centres and tourist information offices as they are all present on the mainland.

2. Action

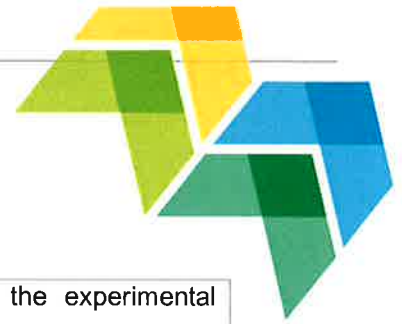
Creation of new info points inside the lagoon

Type of Action	New project
Theme Project	Interpretation

The objective of this action is to build a network of widespread info/reception points, managed by local testimonials of the Venice Lagoon able to offer some tourism information and reception services.

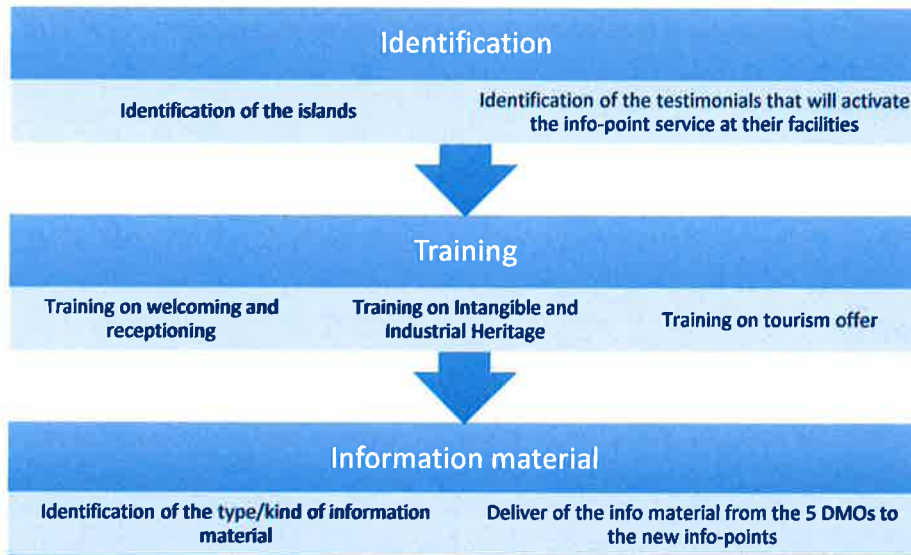
The creation of info-points located in the islands would guarantee:

- The presence of trained testimonials able to relate with the public, provide basic information to tourists, guide tourists in services and accommodation possibilities;
- The distribution of informative and communication material made available by the manager;
- The presence of an Internet station or free network coverage which will allow to connect to



the Destination Management System (and book for instance one of the experimental experiences).

Specifically, the implementation of the action includes:



3. Players involved

- Christa External Experts
- Christa Stakeholders as testimonials
- Veneto Region for the training course
- DMOs as provider of the information material

4. Timeframe



5. Costs

The estimated costs are:

First phase, Identification

- No costs are foreseen.

Second phase, Training

- Christa External experts: 2 days of training (on Christa budget)
- Veneto Region Tourism Officers: 1 day of training – estimated costs 200 euro, with own resources.
- Professional Guide Tour (member of Christa Project and of the new association OTS): 2



days of training – estimated costs 400 euro, with own resources.

Third phase, Information Material

- The delivery of information material will be included on standard promotion activities of the 5 DMOs.
- The Destination Management System is a free tool promoted by Veneto Region; costs for this tool are already accounted in another budget line of Veneto Region.

6. Funding sources

Own resources.

ACTION 6

1. The background

Destination tourist maps are the means of communication generally made by public bodies and/or destination management organizations and serve to make the territory and its tourist offer reknown. Maps as well as being essential tools to navigate in unknown places, can also be a valuable tool to enhance the tourism offer. These tools, if consciously used, can be transformed into effective tools for destination management and destination marketing as they give the DMO the opportunity to guide tourists to specific areas of the destination or to specific tourism products. For example, thanks to the map, you can direct the demand in space by recommending alternative routes to traditional ones that can promote the knowledge of smaller and less known sites and at the same time limit the overload of a given area.

Following an analysis of the official maps of the five DMOs operating inside the Lagoon, it emerged that the Lagoon is not present or is not properly considered as a resource, proving that the whole heritage present inside the Lagoon and in the islands is underestimated. Moreover, during the capacity building programme, Christa stakeholders have highlighted several times the need of a map that can point out the widespread heritage and POIs (points of interest), therefore a new map will lead to a structural change.

2. Action

Creation of a map of the Lagoon and influence, where possible, the maps of the 5 DMOs that present portions of the Lagoon within their territories of competence.

Type of Action	Structural change
Theme Project	Interpretation

The action provides the creation of a tear-off map in line with the coordinated image of the Veneto Region in order to give a valid tool to the tourist who wants to move inside the Lagoon (currently non-existent). The map, in addition to reporting the already existing tourism offer and products, will also include the new cultural routes (Action 3) and the new experimental experiences (Action 4), thus becoming both a destination management and destination marketing tool, as:



- It will encourage and facilitate the tourist to move from the mainland to the islands, from the historic center of Venice to the islands and between the islands themselves;
- It will promote and enhance the tourism offer in the area, and specifically the Intangible Heritage and the Industrial Heritage.

The innovation that the map would bring is not to be understood as much in the instrument itself but rather in representing not only smaller portions of the Lagoon but rather the Lagoon as a whole, thus giving prominence to the widespread heritage. Innovation therefore lies in the change of perspective and in coordinating more institutions that do not work together to date, thus getting to a structural change.

In addition, today each regional map is constrained by the trademark of the DMO of competence, but in this context, instead, it would lead more brands, especially the label of the new association OTS, thus consolidating also the weight and relevance of the new association.

The action also aims to influence the design of DMOs' maps that have not yet implemented their own map or that are being defined, by entering comprehensive information on the Lagoon to facilitate the use of this part of the territory.

3. Players involved

5 DMOs, New association, Veneto Region, Christa Stakeholders and Christa External experts.

4. Timeframe

June 2018 - May 2019

5. Costs

Designing of the map: 60 working hours by the graphic designer of Veneto Region. Estimated costs of 2.040 euro will be accounted as a form of in-kind contribution.

Printing of the map: the estimated cost for 30.000 copies is 1.000 euro. The map will have the following characteristics: Super A3 print format (329x483), 4/4 color printing on 80g hand-coated paper, binding in 500-fold blocks bent on the short side with cardboard sub-block.

6. Funding sources

Own resources.



Date: 08 AGO. 2018

Signature: IL VICARIO

IL DIRETTORE
Dott. Stefano Sisto
Stefano Sisto



Stamp of the organisation (if available): _____



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