

GENOA'S INTEGRATED ACTION PLAN FOR SUSTAINABLE TOURISM

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MAIN CHAPTERS/PHASES

Phase 1.

AWARENESS / PARTICIPATION

COMMUNITY PARTICIPATION STARTS

- Forum with stakeholders (local authorities, business sector, NGOs, researchers, host community, tourists).

This first phase is transversal to all the others, considering the importance of the participation of all stakeholders

Phase 2.

BACKGROUND

INVESTIGATION PHASE AND MAPPING PHASE

- Problems related to territorial tourism management
- European and national tourism legislation and local policy
- Specific goals for the territory analysed
- Working groups
- Forum

Phase 3.

DIAGNOSTIC OF THE STATE OF THE ART

ANALYSIS PHASE

- Status quo and analyses
- Data collection
- Goals evaluation
- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- PEST (Political, Economic, Social and Technological) analysis

Phase 4.

PLANNING PART

- Planning conditions
- Design and identification of actions/best practices regarding sustainable tourism
- Goals determination
- Connections with other programmes in force
- Determination of actions, timeframes, actors and budget
- Risk analysis

Phase 5.

PLAN IMPLEMENTATION

Phase 6.

PLAN MONITORING

IMPLEMENTATION, MONITORING AND ASSESSMENT

- Implementation of the plan
- Monitoring through the identification of specific indicators

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Introduction

In order to define the GENOA'S INTEGRATED ACTION PLAN (IAP) FOR SUSTAINABLE TOURISM _as part of the Tourism Friendly Cities project_ at municipal level, the involvement of stakeholders is fundamental. It's important to give public direction and to involve all the mains (local public authorities, educational institutions, nongovernmental organizations, local communities, the tourism industry and tourist as well) in the design of the plan, as well as the objectives and actions. This was achieved through the organisation of specific meetings within the URBACT LOCAL GROUP – ULG (Phase 1).

Local tourism governance must aim to share with citizens and economic players a new and more sustainable idea for managing tourist destinations. The aim should be to bring together the needs of those who live on tourism (economic players) and those who live with tourism (citizens). In many European cities, such as Barcelona, Venice or Dubrovnik, over-tourism has contributed to the emergence of conflicts between the host population and the tourism industry. Good planning must seek to achieve a balance between the economic, social and environmental aspects of tourism. To obtain this, it is essential to involve all stakeholders in the decision-making process to understand their needs and proposals. Strong public leadership helps to ensure that the well-being of a destination is put at the centre of planning.



Phase 1.
AWARENESS /
PARTICIPATION

Phase 1, AWARENESS / PARTICIPATION, is described as the first phase, but it is transversal to the entire programme. Participation in the decision-making process of a Plan is indeed important, even more for the **INTEGRATED ACTION PLAN FOR SUSTAINABLE TOURISM**.

The first phase of the Plan aims at raising the awareness and involving the community through the creation of moments of participation with stakeholders (local authorities, business sector, NGOs, researchers, local community and tourists to a lesser extent) with the purpose of identifying issues, objectives and actions to be implemented. Through the awareness-raising process, it is possible to draw attention to a specific issue and make those involved even more aware.

The goal is to have tourists who respect the environment, culture and society they interface with, thus improving the tourist experience for visitors, while, at the same time, also achieving a more pleasant experience for local communities.

The involvement of all local actors has been placed at the centre of the realisation of the **INTEGRATED ACTION PLAN FOR SUSTAINABLE TOURISM** within the Tourism Friendly Cities project. This was achieved through the organisation of specific meetings within the **URBACT LOCAL GROUP – ULG**.



GENOA'S URBACT LOCAL GROUP

CULTURE	MOBILITY	FOOD POLICY AND ACCOMODATION
Acquedotto storico 1	Gerent Travel di GenovaRent	Asshotel Confesercenti
Acquedotto storico 2	5966 Radio Taxi	Camera di Commercio
Agora	Aeroporto di Genova	Confesercenti
ALBATRAVEL	Autorità portuale	Confindustria
Ascom confcommercio	Autorità portuale - Staz. Marit.	Confindustria Albergatori
Associazione culturale Genova World - Ligucibario	Co.Ta.Ge - Cooperativa taxisti genovesi	Enoteca Regionale Ligure
Associazione Guide Ambientali ed Escursionistiche Liguria	Costa crociere	Fairbnb
Associazione Guide Turistiche Liguria	Gexi Taxi	Federagit
Associazione italiana per il patrimonio archeologico industriale	Liguria @FAI Trasporto persone	Federalberghi Ascom
Associazione Ligure Accompagnatori e interpreti turistici	MSC	Regione Liguria (doc. Università)
C-WAY	Prenotaxi	Regione Liguria (doc. Università)
Convention Bureau	Taxi Ass.	Wonderful Italy
Costa Edutainment		
Mercato del Carmine		
MuMa		
Open Vicoli		
Palazzo Ducale		
Pedestribus		
Porto Antico		
Rotary		
Teatro della Tosse		
Università di Genova		

> Composition of the Genoa's ULG: the table lists all the participants divided per topic area

The integrated plan will require concrete participation.

The active participation of stakeholders throughout different phases of the Plan will create a feeling of belonging in the project across all stakeholders. Indeed, through the creation of a network and cooperation through various sectors, it is possible to improve strategic and actionable efficiency and fulfil planned objectives to create innovative tourist offers that are singular and transversal.

The members of the ULG are on a local scale, i.e. significant actors for tourism in Genoa. The public direction - by the Municipality of Genoa - of the works and meetings guarantees the dialogue with the different levels of government competent in the field of tourism, such as the region and the state. Furthermore, the Municipality is responsible for all tourism promotion centres on its territory, territorial marketing, social promotion of the destination and the use of the tourism tax. The choices made by the ULG are therefore implemented and shared by the municipality and transmitted to all the offices and activities under its jurisdiction.

Below are the Forums created to enact the Plan:

- First focus topic, “Tourism and safety: how tourist destinations are adapting in this situation, and how the tourist industry, residents and tourists are reacting”:
- *16 February 2021 with URBACT LOCAL GROUP
- *19 March 2021 with Scuola Ruffini – Istituto superiore, specialization “Tecnico per il Turismo” in Genoa.
- Second Focus, “Environmental aspects of tourism in the city,” 16 April 2021;
- Third Focus, “Social/Governance impact of tourism in local communities,” 8 July 2021;
- Fourth Focus, “Impact of tourism on the local economy”, 30 November 2021;
- Fifth Focus, “The perspective of cities and their residents”, 23 March 2022.
- Sixth Focus, “The perspective of tourists – concluding project experiences and next steps”, 4 May 2022. At the sixth focus, we gathered the tourists’ perspective by disseminating a survey through the channels of the Administration and the ULG (tourists who visited their activities/businesses).

As can be seen, the planned Focuses involved local authorities, business sector, NGOs, researchers, host community and tourists in various capacities, all of whom are key players in sustainable tourism. To create an engaging and interactive participation, there are several methods. Considering the difficulties created by the health crisis, the meetings were held using Microsoft Teams, Google Meet and Zoom. These tools, practical and intuitive, allow for a quick exchange of information, as well as of good practice and multimedia content, incentivizing cooperation over distances.

In order to collect information and facilitate debates during the online Forums, illustrative materials and questionnaires/surveys were created, then shared with the participants through the use of other tools such as Wooclap, Miro, Genial.ly and Google Form, which offer the possibility of solving problems tied to managing online meetings, running effective debates, dealing with time constraints during webinars and collecting of a large quantity of information in a short amount of time.

Building on previous experiences handled by UNIGE in planning of participatory events and consulting what's offered by URBACT programme, the Forums saw the implementation of a wide range of tools which proved their usefulness even if meetings were run online. These have included: the World Café; the SWOT analysis; the roleplaying technique; the problems and solutions table; the results framework table and surveys. We also carried out a kind of quick group interview technique we called "Perspectives in 120 Seconds" (name adaptable to the number of participant and the seconds available for each question), in which every interviewee – adhering to a predetermined round – could answer in at most 2 minutes. We've actually adapted the Fishbowl methodology (as proposed by URBACT programme) in such a way that it could be applicable to web conferences.

All these easy-to-use tools contribute to a network of collaborative dialogue around relevant issues and, subsequently, identify solutions for each defined problem and resources needed to implement them. They attract attention, stimulate the actors involved and provide immediate feedbacks, improving transparency, operability and incisiveness in strategy choices and/or shared actions. They facilitate an animated meeting and ensure partnership, engagement and immediate interaction of the public, overcoming physical distance.

The following are excerpts from the results of some Forums held.

Cosa facevi in vacanza?

Viaggiavo nei paesi europei
 Viaggiavo anche all'estero, potevo uscire con un gruppo elevato di amici
 Andavo in spiaggia
 Viaggiavo nei paesi esteri
 Viaggi, uscite con famiglia e amici
 Andavo nei paesi esteri
 Viaggiavo all'estero o giravo l'Italia
 Ho viaggiato all'estero
 Giravo molto l'Italia
 Ho viaggiato in Italia
 Montagna e viaggi in paesi europei

Cosa hai fatto nell'estate 2020?

Ho sfruttato il turismo domestico e sono andato in vacanza, uscendo con una minore compagnia di amici
 Sono uscita qualche volta in luoghi vicini, ma sono rimasta durante un lungo periodo a casa
 Stavo in casa, con famiglia e piccole camminate
 Sono rimasto nel mio paese con i miei amici e al massimo sono sceso ad Arenzano al mare
 Sono andata in vacanza in Italia, soprattutto in montagna
 Uscivo con famiglia e amici
 Ho viaggiato in Italia, al mare, stando all'aperto, evitando luoghi affollati

> Students as tourists

Manca il contatto con le persone soprattutto in un turistico L'alternanza online, fatta in dad, è davvero pesante Camminate
 I cinema e le gite scolastiche Gli occhi sono diventati l'espressione maggiore Il tuo sguardo sul mondo diventa il web
 Con questa situazione ci si è resi conto di quanto conti il tempo da trascorrere con gli amici Apprezzare molto di più la possibilità di uscire
 Nascono nuovi amici di penna Cerchi di sfruttare ciò che puoi fare Incontri con parenti limitati
 Uno cerca di essere forte e pensare sempre positivo e cercare di sfruttare il tempo in modo migliore Si compra di più online
 Invitare amici a casa Le uscite con gli amici, però non poterli più abbracciare questo è cambiato Posti anche scontati pur di stare insieme
 Passeggiate nei boschi Luoghi aperti e un po' isolati Parchi Nervi Montagna In spiaggia
 Scalate Luoghi aperti, ad esempio lungomare Uscite con amici Esco con gli amici
 Esco con i miei amici, vado a camminare sui monti, vado a trovare i miei parenti e guardo serie tv
 Ne approfitto per poter uscire, soprattutto quando si ha zona gialla Passeggiate - piccole gite in località limitrofe
 Camminate sulle alture cittadine o passeggiate su lungomare (poco affollati) Camminate, uscite con gli amici Esco con gli amici
 Esco qualche volta con famiglia, amici Esco con gli amici in luoghi aperti

> Students as citizens

INCENTIVARE MEZZI ELETTRICI
 SERVIZI NAVETTA PEDONALITÀ PRENOTAZIONI SERVIZI
 INTEGRAZIONE CORRETTA INFORMAZIONE USO TPL AREE VERDI URBANE CURATE
 SERVIZI IGIENICI PUBBLICI DEPURATORI D'ACQUA PUBBLICI AREE ATTREZZATE TURISTICI
 CREUZE PERSONE E-BIKE GESTIONE FLUSSI PARTECIPAZIONE TURISTI RISPETTO CAMPAGNA
 TPL BUS LENTEZZA NETWORK SOSTENIBILI FUMI NAVI PIÙ CESTINI PARCHEGGI INTERSCAMBIO
 PROMUOVERE PICCOLI GRUPPI SOSTENIBILI NAVETTA TIPO MOA APPLICAZIONI SMART TRASPORTI
 GESTIONE RACCOLTA RIFIUTI ACQUA POTABILE DISPONIBILE AREE PLASTIC-FREE
 NO PROMOZIONI GRATUITE REGOLAMENTAZIONE AFFITTI BREVI
 INFORMAZIONI MULTILINGUA ACTNOW-ONU SENSIBILIZZAZIONE

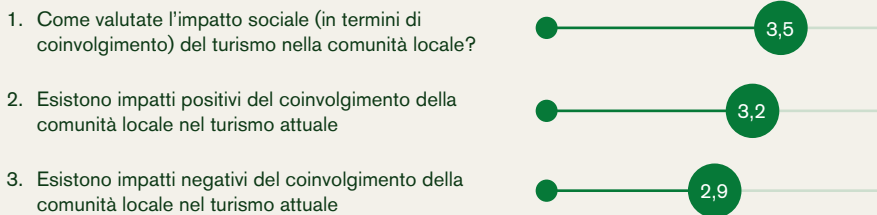
> Actions aimed at limiting the environmental impact of tourism

Buone pratiche per un turismo sicuro e sostenibile

TURISMO IN SECONDE CASE ECOLOGICI TURISMO ECOLOGICO LUOGHI DIMENTICATI
 TRASPORTO TURISMO RESPONSABILE PUBBLICI MAGGIORE MUOVERSI CON MEZZI PROPRI
 MOBILITÀ VENGONO POTENZIARE INTUITIVA LUOGHI POCO ILLUMINATI RACCOLTA DISTANZIAMENTO
 ENERGIE RINNOVABILI INSOLITI LE DIFFERENZIATA RENDERE ALCUNI DOVREBBERO POSTI ALLUVIONI TURISTI
 DELL'ACQUA HA STRADE PEDONALI MEZZI IL DELLE EPER METTERE SII CONTROLLO ECOTURISMO
 IMPOSTE IMPATTO PIU NASCOSTI LUCI LINGUE BASILARI CON SUI LUMINOSI AUTOSTRADE RISPETTANDO
 CICLISTICA TREKKING REGOLE SULLA LA PULIZIA URBANA E DI FIUMI PATRIMONIO CULTURALE QUALITÀ CHE
 CONOSCIUTI EVITARE MEZZI PUBBLICI SUI BENI CULTURALI RISPETTO DEI LUOGHI
 MOBILITÀ CICLISTICA BED AND BREAKFAST TURISMO IN BAITE
 TURISMO IN BARCA

> Good practices for a safe and sustainable tourism

Stato di fatto Genoa: impatto sociale del turismo nella comunità locale



> Genoa's state of art: social impact of tourism on local community

Small Scale Action per Genova: valorizzazione offerta outdoor

1. DI QUALI PERCORSI?

Genova verticale: ascensori, funicolare e creuze
 Urban Yoga
 Spostamento in battello per visione dal mare della città e del suo affascinante porto
 Caccia al tesoro in città
 Attività in Darsena (degustazioni, escursioni in barca, visite guidate)
 Evento gioco con tema la città e Genova
 Presepi, una eccellenza assoluta
 Percorsi per famiglie con indicazioni sulle tappe per bambini (punti allattamento, aree giochi)

2. ATTRAVERSO QUALI ATTIVITÀ?

Visite virtuali
 Visite e percorsi guidati, segnaletica chiara, utilizzo dei mezzi pubblici
 Ripristinare l'app WAM che ebbe grande successo
 Visita virtuale per le scuole ora, per tornare in perona in futuro
 I turisti chiamati a partecipare ad azioni sostenibili sul territorio
 Dare alla guida la chiave per un'area visitabile di ogni forte messa in sicurezza, anche piccola
 Portare gli artisti di teatro fuori dal teatro, piccoli concerti di musica e teatro

3. QUALI FOCUS TEMATICI?

Visite virtuali
 Sottolineare tutto quello che è patrimonio ambientale maremonti
 Progettazione attività in funzione del digital customer journey
 Creuze, messi di trasporto "alternativi", percorsi culturali
 Sostenibilità ambientale e sociale
 Etnogastronomia, comunicarla on e off line a target italiani e stranieri
 Genova friendly ha testimonianze di comunità "foreste", portare il turista a trovare casa sua Genova
 Funicolari e ascensori

4. QUALE PUÒ ESSERE IL TUO CONTRIBUTO?

Progettualità concreta. Già operativa una navetta in centro storico e pronto secondo progetto
 Diffusione tra target turisti responsabili attraverso social
 Fare unione tra aziende private e istituzioni per creare una rete unica che possa essere sviluppata
 Consulenza per i percorsi culturali nel centro e nei quartieri
 Organizzazione momenti di scambio e condivisione tra residenti e visitatori
 Etnogastronomia, comunicarla a target italiani e stranieri
 Progettazione turismo esperienziale

> Small scale action for Genova: enhancement of outdoor activities

> SWOT analysis:
The impact of tourism
on local economy



> Our revised
Problems and
Solutions table



Stefano Bruno

Maria Cristina C...

Laura Gaggero

Prospettive in 120 Secondi

❖ **Il punto di vista dell'amministrazione comunale»**

«Come vedete Genova tra 5 anni sulla base degli obiettivi che vi siete posti?»

«Quali sono i progetti su cui puntate oggi e i relativi impatti?»

❖ **Il punto di vista dell'ULG**

«Quali azioni implementereste per avere un turismo sostenibile a Genova tra 5 anni?»

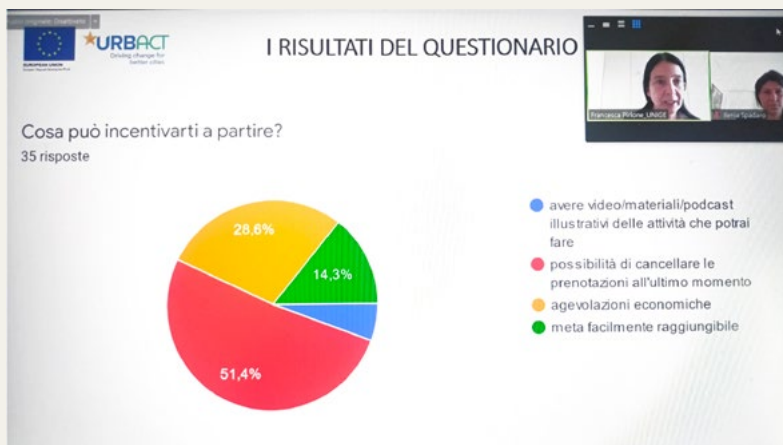
Dalla prospettiva dei residenti alle azioni concrete

> Involvement of Municipal
Administration:
Perspectives in 120
seconds

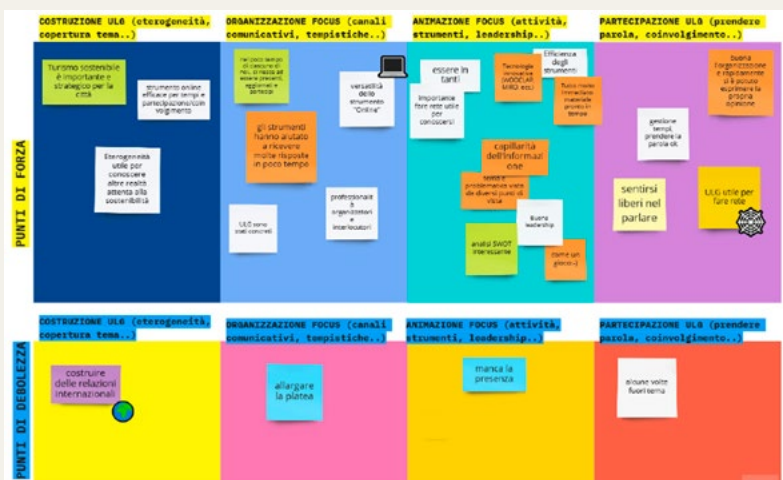
> Actions to be implemented to address the objectives identified by citizens

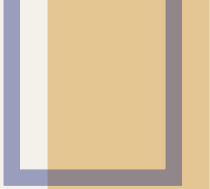


> What can encourage tourists to come to Genoa?



> Strengths and weaknesses of participatory methods






Phase 2.

BACKGROUND

Genoa is an Italian city, capital of the Metropolitan City of the same name and of the Liguria Region. It is the largest and most populated area of the Region and its port, the largest in Italy, is one of the most important in Europe. Overlooking the Ligurian Sea, it was the capital of one of the Marine Republics from XI to the end of the XVIII centuries.

From XII to XV centuries, the city played a leading role in European trade, becoming one of the largest and richest naval powers in the continent. The city was part of the Milan-Turin-Genoa industrial triangle and is one of the most important economic centres in Italy.

COORDINATES	44°24'25.87"N - 8°56'02.34"E
ALTITUDE	20m above sea level
SURFACE AREA	240.29 km²
INHABITANTS	558,930 (31-12-2020)
DENSITY	2,326.06 inh/Km²
DISTRICTS (9 MUNICIPALITIES)	<p>I - Centro Est, II - Centro Ovest, III - Bassa Val Bisagno, IV - Media Val Bisagno, V - Val Polcevera, VI - Medio Ponente, VII - Ponente, VIII - Medio Levante, IX - Levante</p> 
NEIGHBOURING CITIES	Arenzano, Bargagli, Bogliasco, Bosio, Campomorone, Ceranesi, Davagna, Masone, Mele, Mignanego, Montoggio, Sant'Olcese, Sassello, Serra Riccò, Sori, Tiglieto, Urbe

Genoa has always been considered an industrial city, dominated by its port and with its traditional steel industry being its main source of trade.

In 1992, during the International Expo Genova '92 - Colombo '92, a drastic change of image took place thanks to the renovation of the Porto Antico, as well as part of the Historical Centre, based on the designs of the Genoese architect, Renzo Piano.

From this moment on, tourism increased and developed until it reached two fundamental objectives: the city's role as European Capital of Culture in 2004, and the recognition of Palazzi dei Rolli, a series of historical buildings located in the city, as a UNESCO World Heritage Site in 2006.

These objectives and the development of the industry were achieved thanks to the hard work of the local authority, through the creation of advertising campaigns and cultural events aimed at spreading information about the city as a tourist destination around Europe and the world.

Also fundamental was the partnership and engagement between the public administration, local stakeholders and the inhabitants.

Over the last few years, in addition to continued growth in this sector, there has also been a diversification in tourist offers. Tourism has become one of the fastest growing industries in the city and has been recognised as a strategic factor for sustainable development for its economic, social, cultural and environmental aspects.

Genoa, capital of the Metropolitan City of the same name and of the Liguria Region, is in a strategic position.

It is located between the coast and the Appennino Ligure-Genovese mountains, in addition, it extends inland through longitudinal valleys. Thanks to its position and shape it offers a variety of tourist attractions.

The nature of the resources and services offered attracts distinct types of tourists. Genoa is an increasingly attractive destination to visit for Italians and foreigners coming for pleasure, study or work.

One of the most developed types of tourism is certainly cultural, historical and artistic.

Genoa has a number of important attractions including the Aquarium and the biggest medieval historical centre in Europe. This has a number of distinctive narrow alleys known as "caruggi", squares, noble palaces alternating with popular houses, churches with austere black and white striped marble façades, traditional shops and a number of kiosks.

The Nineteenth-century writer Gustave Flaubert also bears witness to this: "[...] a beautiful city, a truly beautiful city: Genoa. One walks on marble, everything is marble: stairs, balconies, buildings. It has a close succession of buildings: walking through the roads one can see large aristocratic ceilings all painted and gilded."

Of importance are also Via Garibaldi, Cattedrale di San Lorenzo, Galata Museo del Mare, the Nazario Sauro submarine and a pirate galleon, Museo di Palazzo Reale, Piazza De Ferrari with Palazzo Ducale, the Lanterna, Strade Nuove and the Palazzi dei Rolli.

In addition, there are a number of museums ranging from art and history to ethnography, natural sciences, theatres and nineteenth century parks.

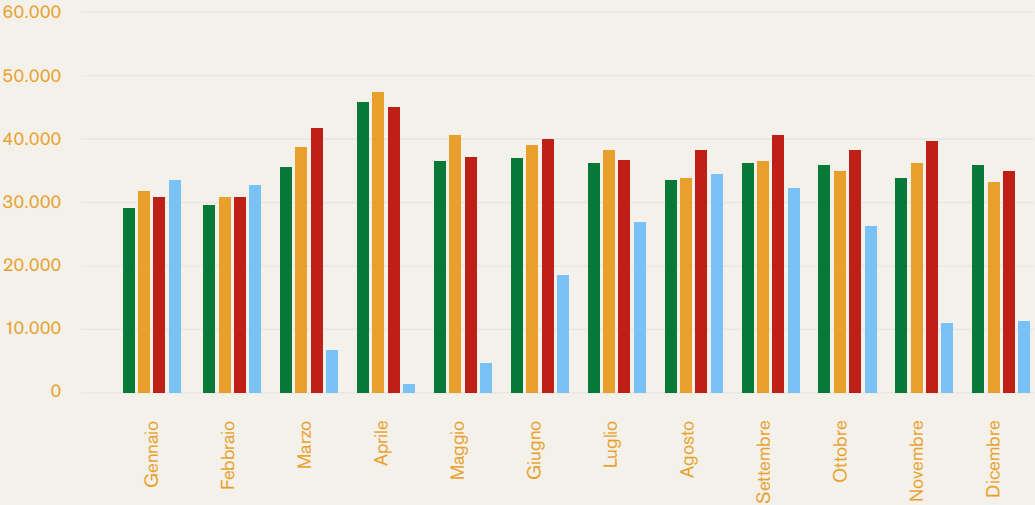
This also includes characteristic and extraordinary areas of the city, like the fishing village of Boccadasse, and the board walk along the waterfront and through the park of Nervi. There is also the Aqueduct and the Forts in the hills above Genoa, together with the military fortifications dating back through a number of different periods, built by the Republic of Genoa to protect the Ligurian capital throughout its history.

The city is currently one of the most important destinations for congress tourism both nationally and internationally and is aiming to focus on business and wedding tourism.

Cruising tourism, over the last few years, has grown significantly.

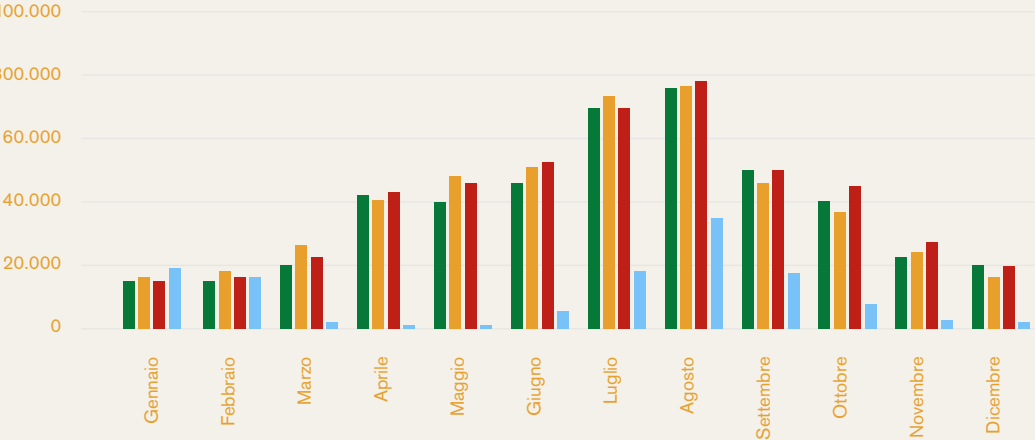
In addition, new types of tourism are being discovered, including wine and food, boating, sports, swimming, hiking and nature, previously not promoted, thanks to the creation of integrated experiences bringing together a number of different interests. For example, the creation of the Scoperta dei Forti route in the hills above Genoa has created a connection between nature and culture and incentivized alternative tourism.





> Monthly trend of Italian tourists in the City of Genoa between 2017 and 2020 (OTR, 2018/2021)

■ 2017
■ 2018
■ 2019
■ 2020



> Monthly trend of foreign tourists in the City of Genoa between 2017 and 2020 (OTR, 2018/2021)

■ 2017
■ 2018
■ 2019
■ 2020

There are a number of urban organisations planning and managing the area.

- The Piano Urbanistico Comunale (PUC), which came into force on 3 December 2015, is organised in three levels:

- Level 1 territorial for Area Vasta, encompassing the location of the City in the context of the Mediterranean, of Europe and the north-west (infrastructure system and main hubs - integration and extension of the Genoese port system);
- Level 2 urban for the City, encompassing all the systems making up the settlement and infrastructure systems of the urban area;
- Level 3 local for the Municipality, encompassing the urban structure, accurate landscape levels, geological components and public services system.

This Plan, referring to tourist planning and design, analyses the distribution and localisation of green spaces, infrastructures, commercial, cultural, sports and leisure facilities.

The city administration intends to stimulate and open the road to investments in technological innovation and the development of the market for renewable energy technology.

The objective is to increase the attractiveness of the city for new businesses and economic activities and in particular launch the image of Genoa as a location for clean manufacturing, high technology, creative industry and, in the cultural and tourist industry, through streamlining mobility and public transport.

-The Piano Territoriale di Coordinamento (PTC) at a provincial level, approved through Provincial Council Resolution num. 1 of 22 January 2002, is divided into four parts:

- Foundational Description;
- Document of Objectives;
- Structure;
- Implementation Provisions.

Analysing the PTC and, specifically, the Document of Objectives, useful information on tourism emerges. The objective is to promote territorial resources through the development of tourism in the different market segments in which it is organised. Thereby recovering a specific vocation that in the past was already cultivated but that, in the manner used until now, appears to be exhausted because of overuse of territorial resources, environmental problems, and different models of tourist access currently used.

- At a metropolitan level, of interest is the Piano Strategico (PSM) approved on 21 April 2017 by the Metropolitan Council defining their objectives for development, integration and

cohesion of the metropolitan area of Genoa over the next thirteen years with the participation of the Cities, towns and territories. This centres around the topic of sustainable development proposed in Agenda 2030.

Within the strategic plan, which represents the most advanced form practised through the construction of a stable network, tourism takes on an important role. What emerges is the potential of tourism as an all-round resource.

Incentivizing the development of sustainable tourism with the aim of reducing environmental impact and promoting the area. There is also a need to recognise the specific skills of the Metropolitan City for economic and industrial development. The fundamental element on which to set the strategies is through uniting and creating partnerships between the organisations across the entire metropolitan territory with the aim of overcoming infrastructural isolation, relaunching tourism as an economic driver, and supporting innovation and research.

The main strategies plan for a substantial transformation of the concept of tourism.

- At a regional level it is fundamental to refer to the Piano del Turismo 2020 - Regione Liguria. This tool keeps into account the entire course proposed in the Piano Strategico del Turismo (PST) at a national level (2017-2022) and develops in concert with it and its fundamental objectives:

- diversify offers,
- innovate the marketing of the Italy brand,
- increase competitiveness,
- improve industry governance.

The building blocks are: digital innovation, adapting the infrastructure network, reducing taxes and bureaucracy, improving the quality and quantity of employment, simplifying provisions, diversifying tourist destinations, deseasonalization, environmental sustainability, and culture.

The Plan, which aims to set the basis for a vision going beyond 2020, after a territorial and contextual analysis on local tourism, identifies the strategies for increasing tourism and the profitability of the direct and indirect entrepreneurial fabric.

The specific objectives are to identify and build different tourist products each with its own authenticity, so as to improve recognition of Liguria as an integral destination for both national and international markets, transforming the area into an integrated system helping the tourist enjoy their holiday and making the destination even more enjoyable, through every point of contact.



Phase 3.
DIAGNOSTIC OF
THE STATE
OF THE ART



STATE OF THE ART

State of the art of the tourist sector before COVID (year 2019)

World tourism grew in 2019.

There was also growth in cruise tourism, and congress tourism organised a large number of events and special offers.

Museums increased their admissions exponentially.

There was a greater influx of tourists, both local and foreign. This phenomenon was such that it generated considerable downstream activities.

Before the Covid emergency, safety in tourism did not focus on personal health and hygiene aspects. It focused in particular on ensuring harmony between the main stakeholders involved: tourists, residents and workers.

One of the aspects that received attention was the overtourism dynamic with the management of flows; this was possible through the organisation of meetings with residents and tour operators, the creation of strategic escape route plans and the identification of assembly points and information procedures.

Another aspect was ensuring safety within tourist environments. This implied the implementation of rules of conduct within the various catering, entertainment, conference activities, etc. and the surveillance of environments, both directly through operators and indirectly through cameras, fire and intrusion detection devices. One specific case concerned possible terrorist threats and related safety issues in the most problematic destinations in terms of political instability.

In order to draw attention to and try to solve these and other tourism-related issues, conventions and institutional activities were carried out together with public-private subjects on matters concerning legality, safety and local productions.

In Genoa, in particular, the need emerged to increase public safety with police surveillance, improved lighting and urban cleaning, especially in the historic city centre. In this regard, it is important to consider some working groups (Urban Lab) and studies carried out previously on safety in the historic city centre including: the study conducted in 2008-2009, AGTL 2015 route safety, the 2016-2018 photographic report on the historic city centre (by Associazione Guide Turistiche Liguria).

Other safety aspects that concerned the tourist industry were linked to service quality, aimed at good financial stability. Consequently, it was important to pay attention to electronic payments and bank transfers.

For catering and accommodation, it was essential to ensure that supplies and raw materials were traceable and that only partners and suppliers compliant with tax, health and hygiene regulations were selected.

As for mobility, it was necessary to ensure the safety and reliability of the means of transport and of personnel, with positive knock-on effects for the operation of services.

Tourism during the 2020 emergency

During lockdown, between March and May, demand dropped to zero.

Tourist and cultural attractions and the tourism industry in general suffered the cancellation of almost all scheduled bookings and events. In addition, some facilities, such as museums, were forced to close.

In the summer, especially in August, there were signs of a recovery.

There was an increase in the appeal of rural and open-air destinations with a growth in demand for 'natural distancing'. There was an increase in domestic, proximity, self-organised and car tourism with the ensuing collapse of organised tourism.

Within the cultural field, in particular, Italian tourism showed little interest in guided tours.

In October, further restrictions were introduced limiting movement in the territory, which negatively influenced the development of tourist activities.

In addition, wider travel limitations between countries led to a drastic reduction in foreign tourism, with percentages reaching 2-5%.

In general, during the Covid emergency, tourism was mainly proximity and local and, in Liguria, the hinterland and the mountains were the preferred choices.

The demand for consumption changed and new attitudes were introduced.

With a view to building a more sustainable and inclusive offer, there was a greater selection of destinations considered to be safer, more easily accessible and, at the same time, less frequented.

Holiday homes emerged among the most popular accommodations.

Greater attention was paid to the flexibility of the offer, the forms of insurance and the booking channels and times. The aim was to give more emphasis to the care of guests and to their need to feel welcome, reassured and engaged.

The focus on safety shifted to health and hygiene. This resulted in the heightened commitment to implementing the contents of the Prime Minister's Decrees, e.g. measuring temperatures, mandatory masks and social distancing.

To enable this, within the field of mobility, attention was paid to constantly sanitising vehicles, the introduction of partition walls and the use of PPE by drivers and tourists; more in general, provisions were made to limit the number of people entering

the facilities, the booking of visits was made compulsory and/or recommended, and meetings and events were held mainly online.

The collapse of tourism caused by the pandemic is forcing many destinations to re-think their economic model, by focusing on sustainability and innovation. In order to define a new tourism offer, it is essential to include all the main stakeholders (local public authorities, educational institutions, nongovernmental organizations, local communities, the tourism industry, tourists as well) in the decision-making process. Only by working together and sharing new objectives is it possible to get the tourism sector back on the track. However, new forms of dialogue between the public and private sectors, which also involve citizens, are needed not only with regard to tourism, but also on certain issues that became fundamental during the pandemic, such as transport and the use of public space. Public authorities should be able to organize constant debates on both short- and long-term issues in order to share an idea of sustainable development of territories.



ANALYSIS

The Covid emergency revealed significant weaknesses

The health emergency revealed Italy's problems in the field of innovation, especially when it comes to digitalisation processes and information and communication technologies (ICT).

From the point of view of planning and cooperation, a fragmentation of supply and the difficulty in networking and making decisions on the basis of common objectives emerged.

The Government has no economic proposal, based on a real need, for the tourist sector.

A difficulty emerged in the development of strategies, actions and related communication plans based on the analysis of reliable data and aimed at specific markets; furthermore, there are few and uncoordinated international guidelines for all operators concerning safety in order to combat the fear of travelling brought about by the pandemic.

Specifically, the lack of a common table was highlighted, where a single strategy for tourism management could be defined, thus achieving a global image of Liguria as a destination.

Within the scope of health and hygiene, the difficulty for tourists and bleisure (business + leisure) travellers to access swabs and an uncertainty regarding the timeframe of the vaccination campaign emerged.

There was a negative perception of urban destinations, as they were considered unclean and less safe as the pandemic developed.

Moreover, urban areas were used less and less by the citizens themselves, as they were working from home, and due to the

lockdown of businesses and movements on an international, regional and municipal level with the consequent reduction of transport and mobility, including urban mobility.

From an economic point of view, there were huge losses and many jobs were put at risk.

Faced with the restrictions imposed by Covid, many activities saw their profitability plummet, for example in the restaurant and accommodation sector where the number of covers and bookings has fallen; some activities also suffered forced closures and a drastic drop in flows.

Ongoing promotional campaigns were interrupted, while scheduled bookings, events and congresses were cancelled. This led to instability and difficulty in planning activities, given the uncertainty about the near future. Finally, the need to constantly adapt reception and visiting methods (adoption of PPE, capacity limitation of facilities and rooms, etc.) led to continuous changes in the provisions and services offered.

Despite the use of precautionary measures by all the stakeholders involved in tourist activities, tourists' fear of contagion and insecurity meant they were less and less interested in guided tours and were afraid of being in crowds.

The economic problems of the tourism sector have also had strong repercussions from a social point of view. Many people make their living from tourism: according to UNWTO, one in ten people in the world has a job related to the tourism industry. In particular, tourism has a strategic value for the Italian economy, which is why the economic crisis in the sector generated by the Covid-19 has reduced the availability of income and increased uncertainty about the future for many families. Many people have lost their jobs, especially women, also because contracts in the tourism sector are often temporary and do not allow workers to access social security (redundancy funds, subsidies...).

From the point of view of mobility, there was a reduction in the demand for services due to the fear associated with the procedures to be implemented, a loss of security when it came to travel and a lack of confidence on the part of foreign tour operators concerning passenger safety.

Strengths related to the health emergency

There are numerous strengths associated with the pandemic.

First of all, the central role of tourism in the country's economy emerged, as the contributor to transversal supply chains.

The opportunity arose to solve and manage the dynamics of overtourism. Namely, the undesired effects of cruises in some cities, the redistribution of flows towards areas characterised by new anthropic pressure and the need to preserve the values of local identities and the sustainability of destinations.

What prevailed was the need to reorganise the offer in line with the shared values of sustainability, safety, inclusiveness and accessibility which can be concretely translated into actions, processes and strategies also when it comes to communication.

With a view to sustainable tourism, new destinations were introduced, including the hinterland, villages, parks, etc., as well as deseasonalisation.

The rediscovery of local areas and communities was encouraged in order to diversify destinations.

This resulted in an opportunity for the growth and revitalisation of 'off-the-beaten-track' and 'naturally spaced' destinations such as parks and rural areas.

There was an incentive to improve the quality of services with an increase in investments concerning safety, the 'mainstreaming' of less-visited destinations and the evolution of tourist demand in towards socio-environmental sustainability.

Priority was given to quality over quantity.

With fewer people visiting a particular attraction at the same time, it was possible to improve the quality of the visit; more attention was paid to the quality of services such as cleaning and to receiving and providing assistance to visitors.

In addition, the limited number of people permitted entry and the order created by booking the activities ensured that they were easier to enjoy.

From the point of view of innovation and planning, there was an increase in investments concerning safety and technology and a stimulus to create new communication modes.

There were changes in the three components of the tourist system: demand, mobility and supply.

Digital activities were enhanced and new, more creative solutions were found with the development and expansion of online activities such as the provision of museum content and the implementation of a digital ticketing system with the option of choosing the day of the visit.

More in general, virtual experiences, pre-experiences, customer experiences and travel planning were implemented.

The health emergency also shifted the focus to the urban context and the strive for improvement, also thanks to the drafting of reports on safety in order to intervene in the areas that needed it the most, such as the historic city centre.

The presence of fewer people in public provided the opportunity to improve street furniture and safety. The objective was to intervene with transformation measures aimed at urban hygiene, the improvement of public lighting and the installation of dustbins and benches as well as public toilets.

The need emerged to identify workstations equipped with Wi-Fi, accessibility and services, to allow remote work to be carried out in places other than the home but within a short or medium range from it.

Open-air spaces were rearranged with the creation of outdoor seating areas for public venues and, from the point of view of mobility, local public and private transport was integrated and upgraded.

In addition to being attractive for tourists, a better city encourages visits and its use by the inhabitants themselves.

Overall, there was a good ability to respond, react and manage the state of crisis, from both the public and private sectors, with the possibility of cooperation.

The need to define specific protocols for the different categories of reference and the importance of networking and joining trade associations emerged.

In particular, with regard to mobility, the CLIA (Cruise Lines International Association) defined shared guidelines for navigation and local communities, direct bookings, disembarkation transfers and guaranteeing a protocol for excursions.

In addition, a virtuous example, active since 4 February 2021, is the cooperation between private companies and the City to provide a free electric shuttle in the historic city centre. The initiative could be extended to other parts of the City as well.

Below are the SWOT (Strengths, Weaknesses, Opportunities, Threats) and PEST (Political, Economic, Social and Technological) analyses carried out for Genoa.

These are used in particular to determine the strong and weak points which can be seen in two areas.

To the left are the strong and weak points of Genoa during ordinary conditions without a pandemic, to the right, instead are the strong and weak points which emerged in response to the pandemic. These aspects have been discussed and defined as part of the URBACT Local Group Genovese (specifically the former focused in particular on Covid-19), described in Phase 1, then integrated with an analysis of the opportunities and threats as well as identifying political, economic, social and technological factors that exist at a local (urban-regional), national, international/ European level possibly influencing the development of tourism either negatively or positively. This information also comes from Phase 2. BACKGROUND of knowledge of the local Genoese context, urban tools, and the collection of information regarding the current tourist flow scenario.



SWOT ANALYSIS

STRENGTHS	STRENGTHS EMERGED IN RESPONSE TO THE PANDEMIC
<ul style="list-style-type: none"> ▪ dialect, cultures and traditions (wine and food-local specialties) ▪ Mediterranean climate and beautiful landscape ▪ central and strategic position between mountains and the sea ▪ proximity to the other regions of the north ▪ airport (international traffic) and port (with access for cruise passengers and goods) ▪ work done by the local authorities to create advertising campaigns and cultural events ▪ renovation of the Porto Antico and the nearby Historical Centre based on the designs of the Genoese architect Renzo Piano (very large pedestrian area) ▪ role as European Capital of Culture in 2004 ▪ Palazzi dei Rolli became a UNESCO World Heritage Site in 2006 ▪ tourist attraction (like, for example, the Aquarium), buildings and places of cultural, historical and artistic interest, museums, theatres, nineteenth-century parks, villas, etc. ▪ largest Medieval historical centre in Europe ▪ characteristic areas like Boccadasse and Nervi ▪ the Aqueduct and Forts in the hills ▪ the University attracting young people ▪ a good range of hotel and non-hotel accommodation facilities and places to eat ▪ natural resources in the hills and along the coast ▪ board walk and a number of beach establishments ▪ presence of green spaces, historical public parks (Nervi) and sporting facilities 	<ul style="list-style-type: none"> ▪ centrality of tourism in the local and national economy as a feeder for satellite industries and wellbeing ▪ partnerships between public and private bodies, definition of specific protocols and networking between sectors ▪ management of overtourism dynamics and distribution of flow ▪ reconfiguration of sustainable, safe, inclusive and accessible services ▪ introduction of new destinations and deseasonalisation ▪ attention to quality rather than quantity (visits, services, assistance and accommodation) ▪ limited and ordered bookings (through the use of apps) for planned, easy and safe use ▪ innovation and promotion of new solutions and offers through the promotion of digital business and new communication methods ▪ improvement, development and safety in the urban context by working on areas like the Historical Centre ▪ importance of sustainable mobility with the incentive to use the free electric shuttle in the Historical Centre, extending to other parts of the city
WEAKNESSES	WEAKNESSES EMERGED IN RESPONSE TO THE PANDEMIC
<ul style="list-style-type: none"> ▪ lack of a Sustainable Tourism Plan at a local level ▪ Scarce knowledge of the market and client demands ▪ need for more destination marketing ▪ seasonability ▪ fragility of the land due to excessive construction and bad weather (flooding and landslides) ▪ territorial accessibility ▪ little knowledge and sensitivity of stakeholders on the negative impact and potential of the industry ▪ decay in the Historical Centre ▪ scarce services, lack of innovative urban décor and misinformation (absence of equipped areas, drinking water, waste management, pavements and lighting) ▪ need for increased tourist services and information on tourism (maps, Tourist information centres, packages, etc.) ▪ need for better marked tourist routes and further protection of the historical, cultural and artistic heritage ▪ concentration of attractions and accommodation in the city centre ▪ port with a high access of cruise passengers and goods ▪ reduced (tourist) flow management and limited sustainable mobility ▪ fragile infrastructure and mobility services (to the inland and the Riviera) ▪ lack of urban parking (bicycle and scooter) and of interchange hubs ▪ limited cycling-pedestrian routes 	<ul style="list-style-type: none"> ▪ problems in innovation (digitalisation, ICT) ▪ difficulty in elaborating strategies, actions, communication plans and fragmented services ▪ need for a group to define a singular strategy in managing tourism and identifying a global image of Liguria as a destination ▪ negative perception of the urban area, dirty and unsafe ▪ reduced transportation and mobility due to limitations ▪ financial losses and risk of unemployment ▪ interruption of advertising campaigns under way, cancellation of bookings, and previously planned events and conferences, and uncertainty for the future ▪ scarce and uncoordinated international safety guidelines aimed at reducing fear of travel caused by the pandemic ▪ fear of contagion and uncertainty, loss of trust by tourists ▪ reduced demand for mobility services due to complex and uncertain procedures

SWOT ANALYSIS	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • financing and public investments (economic growth) as well as European funding and inter-regional projects • rapidly growing industry, a strategic factor for sustainable development for economic, social, cultural and environmental aspects • increase in client awareness of environmental topics • growing demand for nature and cultural tourism • cooperation with other Mediterranean destinations • technological improvement and digitalisation • quality and type of resources • new products and services • organisation of exhibitions, events (Euroflora and the Boat Show), themed events and laboratories (Festival of Science) • creation of the new waterfront and urban recovery (pedestrian areas) • the Gronda project, infrastructural works north of Genoa • Piano Urbano della Mobilità Sostenibile (PUMS) by the Metropolitan City • diversification of tourist offers • proximity to beach destinations and the Parchi Nazionali della Riviera Ligure (Cinque Terre) • proximity to inland areas, hiking trails and cultural resources (the most beautiful villages in Italy) 	<ul style="list-style-type: none"> • continued growth of the tourist industry and tourist flow (cruises) with a high concentration in the Historical Centre • distrust of public-private partnerships • reduction of public funds • environmental impact tied to human activity (air and water pollution) • climate change and natural disasters • uncontrolled use of land resources and difficulty in waste management • reduction in number of residents • ageing population and loss of young people • increase in criminal activities • prejudice and negative view of the city • fragility of the land and infrastructure • continued excessive construction

PEST ANALYSIS	
POLITICAL	ECONOMICAL
<ul style="list-style-type: none"> • focus on the concept of sustainability at international, European, national, and local levels (Regional and urban) • commitment and support of local authorities • lack of a Sustainable Tourism Plan at a local level • limited funds • unfavourable international relationships • terrorism 	<ul style="list-style-type: none"> • global economic crisis caused by the Covid-19 pandemic • competitiveness of the "Made in Italy" brand in the European and world market • reduction of product standards through "Made in China" • few state resources • tourist finances (income) • costs of tourist services • exchange rates
SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> • reduction and concentration of the population • low birth rates, ageing population and loss of young people • increased number of foreigners - ethnic makeup • education levels, cultural education, professional conduct • family situations • lack of recreational-social activities (entertainment) • difficulty for accommodation facilities (due to the pandemic) • different cultural interests among tourists • change in tourist motivation 	<ul style="list-style-type: none"> • technological innovation and digitalisation • interactive and exciting experiences • communication development and improvement in circulating information • sustainable development • development of mobile technology • augmented reality • Internet of Things (IoT) • virtual assistants • Big Data • 5G



Phase 4.
PLANNING
(OBJECTIVES,
STRATEGIES AND
MAIN ACTIONS)

The objectives and actions, coherently with the participatory approach of the URBACT programme, derive from the input of all the actors that have been involved during the projects in focus and activities: ULG, Administration and tourists.



OBJECTIVES IN THE SHORT, MEDIUM AND LONG TERM

Specifically, the objectives reported here emerged during the 5th Focus group where the “Vision” of the municipal administration was deepened.

Among the many objectives, the involvement of each stakeholder (local public authorities, private companies, university members, NGOs, citizens and tourists as well) in co-designing and implementation of a sustainable tourism in Genoa is in a priority position. The role of local stakeholders is crucial for achieving the short-, medium- and long-term objectives; in fact, cooperation and participation of stakeholders make them more aware and respectful of topics such as: the environmental impact of tourism, sustainability, health safety and accessibility, need for digitalisation and ongoing training. But beware: as is emerging in IAP, participation of stakeholders isn't only a goal, but an operational and cross-cutting framework.

Safety, as a stable and qualifying component of the tourist offer and not as a response to an emergency, is also one of the main objectives.

First of all, it is necessary to rebuild the routes offered, give the possibility to plan and choose the desired experiences and guarantee the flexibility of services according to specific needs.

It is important to win back demand with greater care in communication, clarity of information and the ability to reassure and find solutions through training and skills development. This contributes to increasing trust in destinations that can guarantee sustainability and safety for tourists.

A further development of digital activities to focus more on the content of web and social information-communication, online ticketing, preview experiences, etc., and a strengthening of the relationships between transversal networks and within the supply chain to enrich the offer, cope with any issues and manage changes in demand is essential.

It is also necessary to encourage a slower and more responsible tourism, one that is aware and able to appreciate the locations and increase their reputation by word of mouth.

Defining a new tourist offer for the territory that is capable of attracting new types of flows (covering the entire range of the tourism market, including disabilities, silver tourism, ecc.) and increasing the average stay. Greater flexibility in providing different timetable options for users, with regard to both mobility

and tourist assistance, allows services to be tailored and improved with respect to restrictions. In addition, the introduction and monitoring of compliance with new common segments and protocols to act in a coordinated and safe manner is also useful.

To guarantee a safe tourist experience, it is necessary to focus on tailor-made offers and the use of technology for the choice and control of destinations.

Protecting the health of tourists and workers with constant health monitoring and turning the extraordinary safety measures adopted to prevent the spread of Covid into common practice.

Hygiene, safety and an improved public order (drug dealing and prostitution in the historic city centre are evident at all hours of the day) generate a vision of the city that is cleaner and more welcoming, appealing to a more demanding yet more lucrative public.

In particular, in the field of mobility, it is necessary to support communication regarding the safety of the means of transport and travel and properly manage cruise tourists - an adjustment to new regulations and process innovation.

The objectives to be achieved in the **SHORT TERM** are the gradual reopening of destinations in order to restart the tourist industry through a diversification of destinations, a creative push and deseasonalisation aimed at reconfiguring the tourist offer throughout the year. In order to restart tourism, it is necessary to proceed with the events and exhibitions planned in compliance with ministerial provisions and carry out online activities, mainly involving the local public; in the field of mobility, it is necessary to improve local public transport in terms of health protection, accessibility, functionality and aiming at inter-modality.

The aim is therefore to encourage a form of tourism that is increasingly sustainable, slow, experiential and inclusive in order to be able to measure the tourist attractiveness of a destination from the point of view of opportunity and improvement of its attraction capacity.

It is therefore necessary to make H&R facilities (Hotels-Restaurants-Cafés/Catering), tourist attractions and transport safe with a communication plan to ensure safer reception.

In addition, the planning of activities, packages and the optimisation of the resources available are instrumental to extending visitors' stay.

In the specific case of Genoa, it would be interesting to exploit the city's polycentrism by proposing alternative and delocalised solutions. An example could be the organisation of alternative tours such as 'crêuze' tours and the promotion of destinations other than those affected by overtourism such as the forts or coastal walks that guarantee a greater differentiation of tourism from the point of view of sustainability. Innovation and digitalisation play a key role in tourism development. Territorial digital marketing needs to be pushed through platforms and the

national and international digital ecosystem - both B2B and B2C - to promote excellence and services. It is also important for tourist businesses and destinations to be constantly trained to be able to innovate and penetrate priority markets.

The objectives to be achieved in the MEDIUM TERM are the definition of a 'tourist positioning' that combines sustainability and local identity; the planning of small events with a limited number of people and the resumption of operational marketing, especially on the domestic market, which will be a priority in 2021. The repositioning of the Genova Italia brand on the international markets is essential, with a view to acquiring new market shares (sustainable tourism, accessibility, complete safety) and, for the summer, to turning some online activities into 'live events' by moving meetings and conferences outside.

The objectives to be achieved in the LONG TERM include instead a more effective management of flows and a reversal of overcrowding (mass tourism, overcrowding) in order to fertilise less-frequented areas of the city and guarantee a space-time distribution across the territory through the planning of alternative tourist products and the creation of plans and technologies (payments, programming, etc.).

It is important to ensure constant and safe tourism by maintaining the rules already in place and high-level services and reshaping the activities, taking into account the new needs of the area and the community. It is essential to strengthen the cooperation network with other institutions and local entities, recruit new associates in the area, consolidate the position on international markets and the possibility of being accessible to national and international visitors, though starting with strong local roots.



ACTIONS IN THE SHORT, MEDIUM AND LONG TERM

One of the main actions is to plan and advertise the area as "safe" and enjoyable from all points of view: from hotel bookings and guided tours to local transport by encouraging on-line requests and bookings and highlighting the actions taken by each company and sector to guarantee safety, aiming at sustainability.

It is necessary to focus on raising the awareness of public and private actors on the need for constant change in the field of digitalisation, ongoing training, sustainability, health protection and accessibility, and on training workers by sector, also using working groups that include the various parties, with coordinated tourism safety and transport policies, also proposing a seasonality of supply.

It is necessary to create a greater network and cohesion with the establishment of technical working tables with different

stakeholders to define projects and actions, create guidelines with common protocols and appropriate standards.

Promoting products for specific interests such as sport, nature, hiking, culture, music, etc., guarantees the creation of a common strategy and a global image of Liguria as a destination.

With a view to diversifying services, it is necessary to rethink market surveys in order to analyse data in an inter-functional and predictive way in order to anticipate the needs of demand and translate them into new services and an offer capable of renewing itself in content and form.

Tourist repositioning, shared planning, feasibility studies and implementation, also from an economic point of view, to get to know desirability and competition are also useful.

Increase efforts towards managing the dynamics of overtourism and contact tracing, planning and flow management through an improved use of technology to travel safely and ensure reliable communication for travellers.

Strengthening digital activities with a greater attention to web and social information-communication content, online ticketing, etc. and investments in technology are essential. This leads to the implementation of pre-visit communication, an update of the offer for small groups and an improvement in communication with tourists.

In the field of safety, the application of protocols and the incorporation of extraordinary measures to prevent the spread of Covid into common practice is crucial.

The role of the city, which is moving away from a safe and clean image, is also linked to the concept of safety.

The health emergency offered the opportunity to improve urban cleanliness with the construction of public toilets, water dispensers, services, benches and dustbins for waste sorting in order to ensure a welcoming city for tourists and, primarily, for residents.

For the innovation of urban furniture and services to improve reception and quality of life, it is necessary to explore European 'call for ideas' projects.

By rethinking and improving services, it is also possible to develop the tourist offer from the point of view of sustainability. For example, it would be interesting to have a tourist doctor with ambulances and city police in the most frequented places in order to manage logistic safety and any health problems for tourists; to create paper and digital maps of defibrillators, essential services and tourist information and, finally, to provide for a coordinated communication of the services in the area

In the field of mobility, in particular, we should focus on inter-modality, reception, interchange car parks and integrated services; creating toilets in car parks and providing access to water for cleaning coaches while tourists are in the city and, finally,

extending the collaboration between private companies and the Municipality to other parts of the city so as to provide a free electric shuttle service for the population.

The actions to be achieved in the **SHORT TERM** are digital promotion through multimedia streaming content; the creation of brand awareness campaigns; listening to the network and studying new market and consumer trends (Max 3 years).

Finally, the setup of tailor-made marketing programmes to allow a 'quick start' in the markets as soon as it will be possible, the involvement of local institutions and the collaboration with private ones in order to be more competitive.

In the cultural field, it is necessary to work on the organisation of exhibitions and new events.

The actions to be achieved in the **MEDIUM TERM** are the renewal and maintenance of contacts with communities and intermediaries; the consolidation of the position on international markets through participation in international digital fairs; being prepared to provide advice to respond to new logistic needs; organising in-person activities that guarantee safety and, finally, on-line bookings for better tracing (Max 5-10 years).

The actions to be achieved in the **LONG TERM** are the provision of a Plan for managing emergencies, e.g. weather alerts, and for informing guests, also in English, in public places.

Awareness and education of residents as ambassadors of their city; resumption and development of in-person promotional B2B (Business to Business) and B2C (Business to Consumer) activities; supporting International Association/Institution applications and investigating the needs of the territory, making contacts with Associations and Institutions and developing proposals (Max 15 years).

Below is an outline of the objectives and the respective actions/good practices which also defines the role of each actor involved (research, companies, institutions, population and tourists) and the duration/timeframe of the actions (short, medium, long term). In particular, the involvement of different stakeholders is crucial for the success of the actions. Local public authorities (the Municipality of Genoa and the Liguria region), private companies (working in the field of accommodation, catering, culture and mobility), university members, NGOs and citizens involved include all the stakeholders that participated during the preparation of the plan and are members of the ULG (tourists were also involved in designing, without belonging to ULG by using questionnaires). New subjects will be added from the expressions of interest collected by the Municipality of Genoa to participate in the implementation of the actions foreseen in the plan. In this way it was possible to co-design under a public direction the objectives and the actions necessary to achieve them. The work of the ULG, and therefore the involvement of stakeholders, does not end with the definition of the plan, but

continues and is indispensable for its implementation. Therefore, the tables on the following pages show the members of ULG to be involved (in the column called ‘players’) in the implementation of each action.

There are no municipal planning tools related to tourism preceding the following document. In compliance with the relevant national legislation, it is the shared responsibility of the State and the regions to legislate and draw up tourism plans.



OBJECTIVE 1: IMPROVED SUSTAINABILITY

Awareness and Participation of Stakeholders

The aim is to make the different stakeholders (public and private) involved more aware and respectful of the negative impact and potential of tourism (centrality of tourism in the local and national economy as a feeder for satellite industries and wellbeing etc.). In detail, the focus is to educate the residents to become ambassadors for their own city.

There are different topics for awareness, for example, the environmental impact of tourism (air and water pollution, use of land resources and waste management, climate change and natural disasters, continued excessive construction, etc.) but also the need for a continual change in the field of digitalisation and technology, ongoing training, sustainability, health safety and accessibility.

ACTIONS-GOOD PRACTICE	PLAYERS	TIMES	INDICATOR
▪ promote and adhere to the UN's ACT NOW campaigns for individual environmental action	EVERYONE	SHORT TERM	n° of campaigns
▪ circulate information in multiple languages	EVERYONE	SHORT TERM	n° of languages
▪ rewarding the experts	ORGANISATIONS - BUSINESS - RESEARCH - NGOs - POPULATION	SHORT TERM	n° of experts involved
▪ participate in sustainable networks	EVERYONE	SHORT TERM	n° of network
▪ create businesses and tourist destinations, thanks to the creation of work groups that include different parties, for increased innovation and penetration into priority markets	EVERYONE	MEDIUM TERM	n° of work groups
▪ create eco-friendly trails with recycling stations	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	SHORT TERM	n° of new trails
▪ call on tourists to participate in local sustainable actions	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	SHORT TERM	n° of tourists involved
▪ organise exchanges and sharing between residents and visitors	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	MEDIUM TERM	n° of events organized



OBJECTIVE 2: IMPROVE ACCOMODATION

Redeveloping the city

The aim is to have a sustainable and inclusive city. Hygiene, safety and improved public order create a vision of a cleaner and more welcoming city, attracting a more demanding but also more profitable public.

Innovative urban décor, services, infrastructure and information improve the quality of life of the residents as well as contributing to the development of tourist offers with an eye on sustainability.

ACTIONS-GOOD PRACTICE	PLAYERS	TIMES	INDICATOR
• reconnaissance of the European "call for ideas" project	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	SHORT TERM	n° of presented projects
• improve the signage along tourist routes and promote the local historical, artistic, cultural and environmental heritage	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	MEDIUM TERM	n° of new tourist panels
• improve public lighting (pedestrian areas)	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of new lights
• review and improve regulations like, for example, closing certain delicate or overly busy areas to traffic	ORGANISATIONS - BUSINESS - NGOs	SHORT TERM	n° of new regulations
• create well-kept, equipped, urban green spaces (Wi-Fi network, accessibility and services)	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of green area regenerated
• create plastic free areas (with drinking water and public water purifiers)	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° plastic free areas
• add public toilet services	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° public toilet
• improve waste management, as well as through the use of more rubbish bins	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of waste sorting bins in turistic areas
• organise the presence of medical aid for tourists with ambulances and traffic police in the more popular areas to manage logistics and any health problems for tourists	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of health point for tourists
• create paper and digital maps (for defibrillators, essential services and tourist information areas)	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of maps
• create a coordinated communication network for the local services (maps, tourist information offices, packages, offers available, etc.)	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of networks
• create public beaches, especially in the city centre	ORGANISATIONS - BUSINESS - NGOs	LONG TERM	n° of new public beaches

Incentive for sustainable mobility

This includes Incentivizing the development of sustainable mobility, reducing pollution and improving the safety of transportation. Through adapting to new provisions and innovative processes.

In addition, the aim is to guarantee a correct management of the flow and movement of both inhabitants and tourists, in particular cruise passengers with excellent connections to the airport, Riviera and inland.

ACTIONS-GOOD PRACTICE	PLAYERS	TIMES	INDICATOR
▪ limiting private traffic thanks to the creation of park and ride interchanges and focusing on health safety, accessibility, functionality and sustainable inter-mobility	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	LONG TERM	n° of limiting private traffic zones
▪ correctly informing and incentivizing the use of Local Public Transport (TPL), shuttle services (MOA or free electric for residents) and of electric vehicles (electric bicycle hire and scooter hire with the expansion of cycling and pedestrian routes - along the coast and in the hills)	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	SHORT TERM	n° of tourists using public transport
▪ develop integrated public services between the various local services (taxis, car hire with driver - NCC, buses) and non (trains, airplanes, ships).	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of integrated services developed
▪ create special tourist buses	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of buses
▪ correctly and knowledgeably manage flow through the creation of large pedestrian areas and limited traffic areas (ZTL) and improving the quality of the hiking trails around the city	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	MEDIUM TERM	sqm of the new pedestrian zone
▪ using smart apps for transportation and services. Create apps for tourists aimed at, for example, booking the shuttle service, information on transport to and from the city centre, in order to avoid increasing traffic and pollution.	ORGANISATIONS - BUSINESS - RESEARCH- NGOs	MEDIUM TERM	app for tourist transportation
▪ open public toilets in the car parks and access to water for cleaning coaches during tourist stays in the city	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of toilets
▪ improve mobility service to the inland and the Riviera by increasing the frequency of transport vehicles	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	n° of new buses



OBJECTIVE 3: RENEWING THE TOURIST INDUSTRY

This consists in renewing tourist offers and incentivizing slow, responsible and inclusive tourism.

Win back demand and improve activities (digital)

It is important to incentivize innovation and digitalisation for the development of tourism.

Being more attentive in communication, providing clear information, reassuring and finding solutions in order to increase trust in destinations, capable of guaranteeing sustainability and safety for tourists.

The aim is to improve the services and opportunities as well as the attraction of the destination through the provision of improved guarantees and reassurances focused on the health of tourists and workers.

ACTIONS-GOOD PRACTICE	PLAYERS	TIMES	INDICATOR
• create a Plan for emergency management (weather warnings and information, shared also in English in public locations)	ORGANISATIONS - BUSINESS - RESEARCH - NGOs	LONG TERM	plan
• advertise the area as safe and enjoyable under all points of view (hotel reservations, guided tours, local transportation)	EVERYONE	SHORT TERM	advertisement campaign
• highlight the work undertaken by businesses in the industry in order to guarantee safety and sustainability (being prepared to offer advice and respond to new logistics needs)	ORGANISATIONS - BUSINESS - NGOs	SHORT TERM	advertisement campaign
• monitoring and adding, to common practice, safety measures adopted during the spread of Covid-19 (DPI, tests and vaccines)	EVERYONE	SHORT TERM	covid monitoring plan
• help the Horeca (Hotelier-Restaurant-Café/Catering) industry operate safely, attract tourists and transportation with a communication strategy to guarantee safer accommodation	ORGANISATIONS - BUSINESS - NGOs	MEDIUM TERM	advertisement campaign
• attention to quality rather than quantity (visits, services, assistance and accommodation)	EVERYONE	SHORT TERM	quality check
• reinforce the relationships between transversal networks with the industry and create technical work groups with different stakeholders to define strategies and plans, create guidelines with common protocols and adequate provisions (improve the service, investigate local needs, deal with critique and manage changing demand)	EVERYONE	LONG TERM	network

ACTIONS-GOOD PRACTICE	PLAYERS	TIMES	INDICATOR
• reinforce the partnership network with local public authorities, tourist industry representatives, local communities, universities and private businesses as well as institutes and other destinations around the Mediterranean	EVERYONE	LONG TERM	network
• define a "tourist position" which mixes sustainability and local identity (promoting products for specific interests like sports, nature, hiking, culture, music, etc.)	ORGANISATIONS - BUSINESS - RESEARCH - POPULATION - NGOs	SHORT TERM	tourist survey
• hold marketing programs to allow the market to recover. Focus on tailor made products and services and incentivize the domestic market, whose size is a priority in the short term. Support and push local digital marketing through the platform and national and international digital ecosystem, both for the B2B (Business to Business) target and the B2C (Business to Consumer) target, to share information on the excellence of services	ORGANISATIONS - BUSINESS - NGOs	SHORT - MEDIUM TERM	n° of marketing solutions
• create Brand Awareness campaigns to reposition and consolidate the Genoa-Italy brand on international markets (with the aim of acquiring new market shares, as well as through the participation in international digital events) and the possibility of being enjoyed bY both national and international visitors, starting with close local roots	ORGANISATIONS - BUSINESS - NGOs	SHORT - MEDIUM TERM	new brand
• carry out market analyses and evaluate the data in a functional and predictive manner in order to anticipate needs and demand, translate it into new services and offers capable of continually evolving	ORGANISATIONS - BUSINESS - NGOs	SHORT - MEDIUM TERM	survey and market analysis
• manage planning, overtourism dynamics and contact tracing through an improved use of technology in order to travel safely, guaranteeing reliable communication for travellers	ORGANISATIONS - BUSINESS - NGOs - RESEARCH	SHORT TERM	develop new Tourism flow management technologies
• create and incentivize pre-visit communication, catalogue updates and digital promotion through multimedia streaming content in order to improve dialogue with tourists (web and socials, ticket sales, online booking and quotas) as well as to guarantee planned, easy and safe use	ORGANISATIONS - NGOs - BUSINESS - RESEARCH	MEDIUM TERM	digital promotional materials

Creation and Promotion of new tourist services

The aim is to take advantage of the city's polycentrism to spread tourism over time and space, offering solutions for alternative visits, each one with its own identity, authenticity and specifics, creating new itineraries, diversifying offers and enhancing outdoor experiences to incentivize more slow and sustainable tourism.

The objective is to offer tourist services centring around the value of the experience, a trip that is also an experience, not only for the memories it creates, but for the way in which it is lived.

The objective is to create all-season tourism, capable of attracting increasingly targeted contacts and build relationships with subjects who are truly interested in what Genoa has to offer. It is opportune, therefore, to incentivize deseasonalisation, promoting tourism throughout different periods of the year, and at different times, and distributing tourism within the city and surrounding area, encouraging visits to less popular and famous areas.

Outdoor services in particular, allow for the increased engagement of more of the tourist industry (mobility, accommodation, restaurants, etc.), and distribute the economic advantage created by tourism over the entire area, including marginal areas, favouring and engaging with new destinations while cultivating emerging markets.

The goal is to offer a wider range of possibilities, incentivize longer stays and keep tourists in the city for longer periods, or entice them to return, so as to facilitate and make their stay more enjoyable while decentivising “touch and go” visits.

The aim is to increase the income of the tourist industry, and plan visits early in order to reconfigure the offer, making it sustainable, safe, inclusive and accessible.

This means involving the local community in the decision-making process regarding tourism and promoting experiences of the city and surrounding area to the benefit of both tourists and residents.

Lastly, it is important to improve the effectiveness of flow management, of overtourism dynamics and fight against mass tourism to fertilise less popular areas of the city guaranteeing better space-time distribution across the area.

ACTIONS-GOOD PRACTICE	PLAYERS	TIMES	INDICATOR
• gradually open destinations, plan shows and events online or in person outside (with limited numbers and pre-planned in order to guarantee safety)	ORGANISATIONS - BUSINESS - RESEARCH – POPULATION - NGOs	SHORT - MEDIUM TERM	n° of events organized
• focus on tailor-made services so as to choose and configure desired experiences, based on specific needs. Guarantee increased flexibility in choosing service times and incentivize the use of technology to help learn about the city and what it offers in a smarter way	EVERYONE	SHORT TERM	n° of flexible services
• create packages (all inclusive), offers and incentives aimed at all targets to stimulate planning activities and streamlining available local resources	ORGANISATIONS - BUSINESS - NGOs	SHORT TERM	n° of incentives
• establish special affiliations with tour operators and tourist industry representatives (hospitality, restaurants, etc.)	ORGANISATIONS - BUSINESS - NGOs	SHORT TERM	network



THE AVAILABLE RESOURCES, FUNDING AND TIMEFRAME FOR ACHIEVING OBJECTIVES.

The VI Focus (23/03/2022) gave voice to several exponents of the local Administration, who shared -among the many information- the instruments for achieving the objectives of the IAP. In this sense, the resources are, at least in part, already available: revenues from the TOURIST TAX and CITY PASS; public and private allocations for the green transition of simple and integrated transport (about 1 billion euros); partnerships with the FS Italiane Group (tourists who reach the Ligurian capital by train get a 10% discount on the cost of all tourist cards that can be purchased with the Genova City Pass) or with accommodation facilities (GENOVA COGLI L'ATTIMO campaign); the development of a MAAS tool which integrates all mobility services -from public transport to sharing- and proposes a single payment system; the metrominuto maps; the P.E.B.A. Plan for the Elimination of Architectural Barriers (which analyses the urban fabric from the point of view of motor and sensory accessibility).

The Municipality of Genoa manages several projects (Horizon, Interreg, React-EU, etc.), both from the previous and the new programming period. The Controllo Dinamico project (€ 645,380) aims at improving the knowledge of the territorial action and the monitoring of the strategies promoted by the Administration, by identifying adequate evaluation indicators of the city-system and by implementing digital tools that map the current impact of the Municipality's policies (simulating also that of future investments), relate the territorial resilience to the medium-long term city interventions, thus supporting the whole decision-making process. The C-City – Genova Città Circolare project (€ 778,848) acts at the level of managing the virtuous cycle of circular economy and redevelopment of the city: by enhancing and systemising the city's circular economy initiatives; by implementing strategies for the reduction, recycling and reuse of materials and products; by activating multi-thematic and cross-sectoral information, awareness and training paths; by setting up a Circular desk that promotes evaluation services for possible R&D and open innovation activities related to waste, production/processing waste and industrial symbiosis; etc. The UNaLab project (€ 1,710,250) aims to address the challenges of climate change and water management by implementing innovative nature-based solutions (NBS). Finally, the Pedestribus project aims to promote local tourism and outdoor experiences by offering itineraries accessible to all, integrating the territory's offer (blue and green) with the public mobility service - bus, Casella railway and other vertical means.

There are also a number of possible funding opportunities that the Municipal Authority is working on, including: PNRR; RISTORI, etc.

Lastly, in order to promote the UNESCO brand, the municipal authority is competing in the call for tenders issued by the Ministry of Culture for the acquisition of 1 million euros for the promotion of sites registered on the World Heritage list.

Anticipating the next paragraph, the URBACT - Tourism Friendly Cities project (budget euro 10.000) also proposes itself as a relevant resource, having given the possibility to think about multilevel strategies, integrating the contribution of PAs with mobility services, the third sector, citizenship, tourists, etc.. In order to promote sustainable tourism in the Municipality of Genoa, URBACT is funding the small scale action THE HISTORIC AQUEDUCT ROUTE.

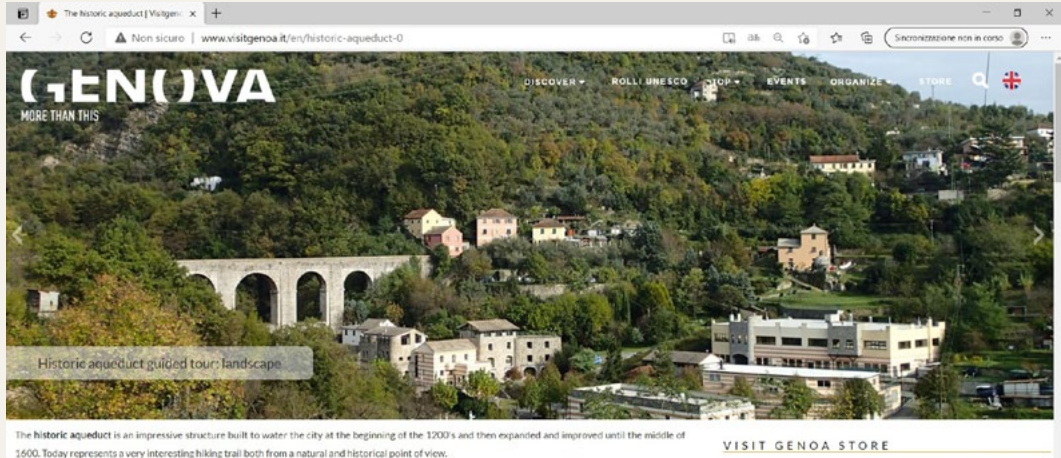


SMALL SCALE ACTION_GENOA

Through participation with the local council and URBACT LOCAL GROUP, a SMALL SCALE ACTION plan has been identified moving forward:

It is THE HISTORIC AQUEDUCT ROUTE.

A small scale action that emerged from the meetings with the ULG is Genoa's the historic aqueduct route aimed at the enhancement of the outdoor offer.



During the URBACT Local Group meetings, in which representatives of the tourism industry, the University of Genoa and the Municipal administration actively participated, the VALORISATION OF THE OUTDOOR OFFER emerged as a strategic action.

The collapse of tourism caused by the pandemic is forcing many destinations to rethink their economic model, by focusing on sustainability and innovation. Outdoor activities have had a real explosion, in 2020, tourists are preferring unpopular and

uncrowned destinations, often in the countryside, in order to be able to continue travelling while avoiding contagion. The city of Genoa wants to take advantage of these new travel trends enhancing alternative tourist routes that can be visited all year round. This type of tourism makes it possible to promote alternative areas of the territory to the city centre (avoiding summer overcrowding and discovering all the urban area avoiding the concentration of tourist in some hotspots), to seasonally adjust the offer and improve hospitality (small groups).

Several tourist activities for different target groups (families, couples, sportspeople, ...) can be organized in the city encouraging tourists to stay longer in Genoa (in contrast to hit-and-run tourism).

The idea to implement new outdoor routes help the actors of the tourist sector (members of the URBACT Local Group and gathered in three subgroups: cultural, mobility and food and accommodation) to create a local network and to promote thematic focuses such as different seasonal experiences and targeted experiences.

These routes are then included in the City Card of Genoa, a strategic tool to attract new visitors.

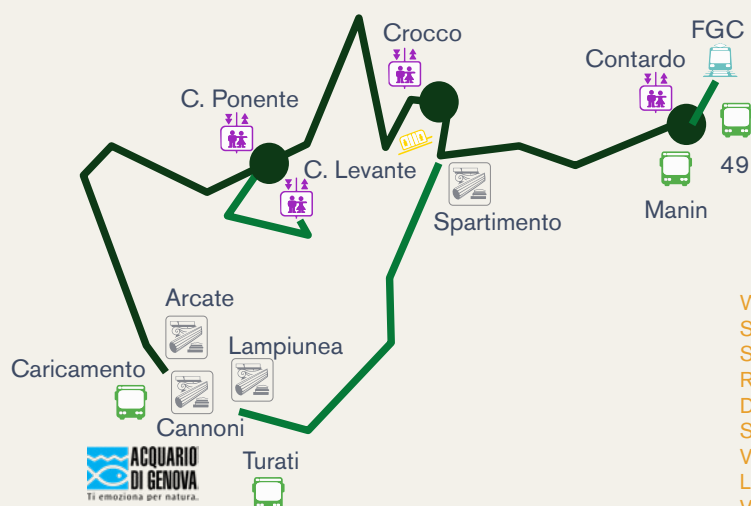
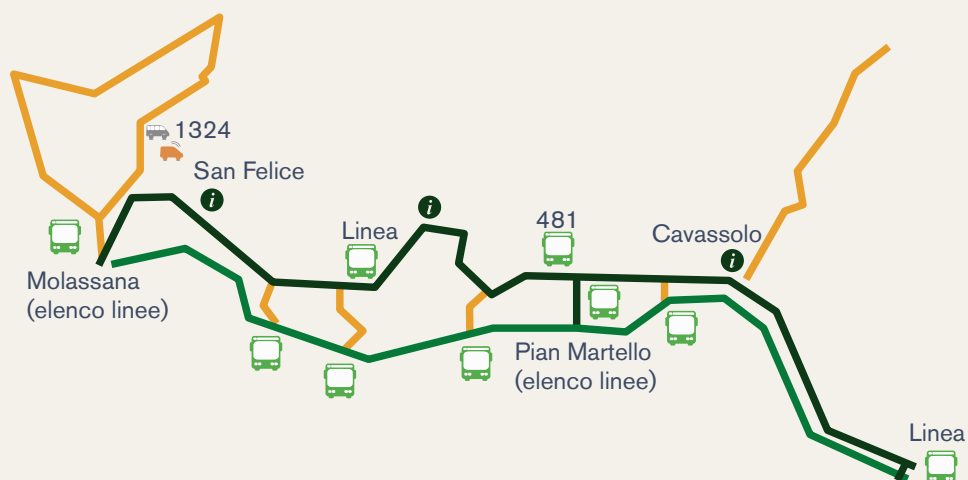
The URBACT Local Group's stakeholders, in line with the administration's strategies to relaunch tourism post covid, have chosen to enhance the HISTORICAL AQUEDUCT ROUTE. This is a Pedestrian-Bus route that can be reached and travelled by means of sustainable mobility (on foot, by bus and by some of Genoa's historical lifts). This tourist route offers visitors the opportunity to live a sustainable experience in discovering Genoa.

The small scale action involves Installation of signage, associated with Apps and QRCODEs, along the route defined as "Pedestribus" (walking + bus) that runs along the historical aqueduct of Genoa from Piazza Manin to Spianata Castelletto. The signage shows to visitors the urban route of the historical aqueduct of Genoa through a very interesting hiking trail both from a natural and historical point of view. In addition to information about the route and the historical and natural heritage that can be observed along the way, the signage shows the local public transport that can be used to make the experience totally sustainable from a mobility point of view. The information, on the site and online, will be available in different languages (Italian, English and French), like the other experiences, events and information promoted by VisitGenoa website.

Route characteristics are:

- Starting Point: Piazza Manin
- Transport: buses 36, 49; railway Genova-Casella, Castelletto Levante and Ponente lift, Sant'Anna funicular railway
- Ending point: Spianata castelletto
- Distance: km 2

- Difficulty level: The hike is suitable for everyone and has a mostly flat running pattern, excluding some trails of uphill and downhill. A short stretch is expected on rough terrain. It is recommended a good ability to walk in a natural environment. Hiking footwear and clothing required.



Walkway:
 SPIANATA
 SALITA SUPERIORE DELLA
 RONDINELLA
 DISCESA S. NICOLOSIO
 SALITA S. NICOLOSIO
 VIA EGIDIO RAGGIO
 LARGO DELLA ZECCA
 VIA PAOLO EMILIO BENZA
 PIAZZA DELLA NUNZIATA
 VIA DELLE FONTANE
 PIAZZA DELLA DARSENA
 VIA ANTONIO GRAMSCI
 PIAZZA CARICAMENTO
 VIA FRATE OLIVERIO
 VIA FILIPPO TURATI
 PIAZZA CAVOUR
 VIA DEL MOLO

About the times, a Short term implementation is expected in order to have time during the Tourism Friendly Cities project to monitor the attractiveness of the advertised outdoor route.

The cost is about 10.000/15.000 euros (to be detailed: no. of panels with dimensions, costs....).

The historic aqueduct is an impressive structure built to water the city at the beginning of the 1200's and then expanded and improved until the middle of 1600. The aqueduct operated until the middle of the nineteenth century, but its water reached the Molo quarter in 1951. Some of its 40 kilometers have disappeared with the growth of the city, but there are long stretches that can be walked on foot and by bikes, between houses and gardens of the old villages of the Bisagno Valley.



> Landshape (<http://www.visitgenoa.it/it/acquedotto-storico>)



> Landshape (<http://www.visitgenoa.it/it/acquedotto-storico>)



> Landshape (<http://www.visitgenoa.it/it/acquedotto-storico>)







WATCH THE VIDEO!



RISK ANALYSIS

Starting from the risks highlighted in the analysis phase, using the PEST and SWOT methods, the plan included several solutions to overcome them.

ACTIONS-GOOD PRACTICE	PLANNING SOLUTIONS
<ul style="list-style-type: none">▪ lack of a Sustainable Tourism Plan at a local level▪ scarce knowledge of the market▪ need for more destination marketing▪ seasonability▪ fragility of the land due to excessive construction and bad weather (flooding and landslides)▪ territorial accessibility and limited sustainable mobility▪ little knowledge and sensitivity of stakeholders on the negative impact and potential of the industry▪ need for increased tourist services and information on tourism▪ need for better marked tourist routes and further protection of the historical, cultural and artistic heritage▪ concentration of attractions and accommodation in the city centre▪ limited cycling-pedestrian routes	<ul style="list-style-type: none">▪ there is the new IAP done by the Municipality of Genoa thanks to the ULG and the 'Tourism Friendly city' project▪ visitor survey▪ involvement of the tourism office in the ULG▪ promotion of alternative tourist routes that can be done all year round▪ securing the route along the historical aqueduct of Genoa▪ enhancing public transport▪ awareness campaign on sustainable tourism▪ thanks to the 'small scale action' new information panels are installed▪ promotion of the route along the historical aqueduct of Genoa▪ promotion of alternative tourist routes outside the city centre of Genoa▪ construction of a new pedestrian tourist route along the HISTORIC AQUEDUCT

5



6

Phase 5/6.

PLAN

**IMPLEMENTATION
AND MONITORING**

The fifth phase of the plan aims at implementing what has been drafted in phases 2, 3 and 4 of the Plan in the territorial context under consideration.

In this phase, strategies and good practices to support sustainable tourism are implemented.

Finally, the sixth phase aims at planning the monitoring and evaluation of what has been implemented necessary for the achievement of actions.

Monitoring is carried out throughout the implementation phase and is aimed at collecting and analysing, in a continuous and systematic manner, information on the progress of actions and on the implementation of what was established during the planning phase.

It provides insight into the relevance and feasibility of the project, the progress being made in terms of achieving the intended objectives, the quality of project management, the future sustainability of the benefits the project is providing, and the actions to be taken.



