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## **INTEGRATED ACTION PLAN**

Quarto d'Altino



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## 1. Few words from our political leadership

The Integrated Action Plan (IAP) of Quarto d'Altino is the result of a participatory process developed within the European project **URBACT GreenPlace – Let's do it together! (2023–2025)**, which allowed our city to exchange with other European realities and, above all, to strengthen dialogue and collaboration within the local community.

Over the past two years, this work has produced tangible results: we created opportunities for discussion between citizens, associations, schools, businesses, and cultural institutions; we reinforced social cohesion around a common project; we promoted the image of Altino by enhancing its archaeological, landscape, and environmental heritage. It was not only a reflection on the future but also concrete steps taken to bring new life to our territory.

At the heart of the Plan lies the revival of the old Civic Center as the **Green & Smart Altinum Hub**, conceived as a space for encounters, social innovation, and cultural activities. Around this goal, the work of the **Urban Local Group (ULG)** has activated initiatives that made it possible to test new forms of participation and collaboration: from the ecological renewal of spaces and pathways, to the promotion of events for citizens and students, up to the creation of an integrated communication plan. What clearly emerges from this journey is the community's ability to work together, overcoming differences and challenges to build cohesion and identity. This is the most valuable achievement: having created a shared method that enables us to face future challenges with greater unity and mutual trust.

As an Administration, we consider the IAP not only a programmatic document but also a **pact of collaboration with citizens**. It is a commitment to continue the path we have started, seeking the necessary resources and making the most of the skills and energies of all the stakeholders involved. It is also an important part of our political vision: to govern means, above all, to create the conditions for the community to grow together, developing a sense of belonging and mutual trust.

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Thanks to the GreenPlace project, Quarto d'Altino has strengthened its image and has shown its ability to take the lead in enhancing its heritage, while also opening up to dialogue with other European experiences. This Plan thus testifies to a community that does not merely preserve its past, but knows how to promote it and transform it into a driver of growth and social cohesion.

**Claudio Grosso**, Mayor of Quarto d'Altino  
**Stefania Borga**, Deputy mayor with responsibility for the URBACT  
GreenPlace project

## 2. GREENPLACE. Let's do it together!

GreenPlace is an URBACT network consisting of **ten partners** who aim at developing a set of activities for "recycling" unused urban areas, using social participation tools. The project takes into account not only the regional specificities and conditions of each of the partners but also introduces greenery as a key factor in limiting climate change in urban areas. It is running from July 2023 to December 2025.

It is led by the City of Wrocław (Poland) and is composed of 9 project partners:

- Boulogne-sur-mer Développement Côte d'Opale - France
- Bucharest Metropolitan Area Intercommunity Development Association - Romania
- Cehegín - Spain
- Limerick - Ireland
- Löbau - Germany
- Nitra - Slovakia
- Onda - Spain
- **Quarto d'Altino - Italy**
- Vila Nova de Poiares - Portugal

### 3. Why an Integrated Action Plan?

An URBACT Integrated Action Plan (IAP) is a key element of the URBACT methodology. It is a city-level output that defines actions to be implemented within the city in order to respond to a specific urban policy challenge - reflecting the lessons learned from local stakeholders, transnational partners and the testing of actions at local level.

IAPs thus provide both a focal point and end goal of the action planning journey that cities undertake within their URBACT Action Planning Network (APN). IAPs help to ensure that both local-level discussions (within the URBACT Local Group) and transnational exchange (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are future oriented – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do on its specific topic, but also has a strong implementation focus, for example through the identification of specific funding opportunities, governance structures and timelines for how the actions will be implemented and monitored.

The IAP links with the overall [URBACT Action Planning Cycle](#).



## 4. Context, needs and vision

### 4.1. Context

Quarto d'Altino is one of the smallest cities in the URBACT GreenPlace network with a **population of 8,024 inhabitants**. It is part of the **Metropolitan City of Venice** and is about 15 kilometers away from it as the crow flies. It enjoys a privileged position due to its proximity to a magnetic city like Venice but also suffers from some typical problems of municipalities on the periphery of major tourist attraction centers. It is located along the train line leading to the capital of Venice and therefore faces some typical gentrification reflections. At the same time, it welcomes part of the Venetian tourism, albeit with few accommodation facilities, benefiting from an occasionally significant economic influx. However, it suffers from demographic decline and some signs of persistent economic stagnation. The population is characterized by a predominance of traditional family units, but there is an increase in families in economic difficulty, as well as a certain depopulation of young age groups.

#### ***Industrial/economic composition and employment statistics***

The local economy is dominated by daily activities such as post offices, pharmacies, retail stores, grocery stores, cafes, and restaurants. There are also some large factories like a windows and doors factory and a printing factory. Agriculture, favored by the characteristics of the soil, is focused on the production of cereals, wheat, vegetables, fodder, grapes, and fruit. The industry includes the production of plastic materials, building materials, textiles, wood, and dairy products. The tertiary sector consists of a commercial network sufficient for the primary needs of the population and a range of services, including banking and IT consulting.

#### ***Social challenges and inequalities, access to services***

Social needs in the municipal area increasingly concern the fragility of families in economic difficulty. Youth difficulties are growing, especially in the age group between 18 and 35: like all small regional centers, it is challenging to retain young generations within the territorial perimeter. Additionally, regarding the "adult" group, situations of marginalization and poverty are increasing. These needs are partly supported by municipal services, which, however, are often insufficient. Among the social structures present, there is a retirement home. Compulsory education is provided by local schools, but high schools are not located within the municipality; cultural facilities are represented by the library and the national archaeological museum. Accommodation facilities offer dining and lodging options; sports and recreational areas include a sports hall.

The healthcare system is represented by the pharmacy; for other services, as highlighted above, it is necessary to go elsewhere.

### ***Location and territorial context***

Quarto d'Altino is about "four Roman miles" from Altino, which at the time was almost abandoned. Part of the municipality faces the Venice Lagoon and benefits from the Regional Natural Park of the Sile River, including the Trepalade Oasis and hosting various lagoon sites that provide refuge for biodiversity and recreational activities such as walking, fishing, and boating. Several cycle paths allow enjoying the natural and cultural landscape. The city is rich in Roman archaeological treasures, many of which are still to be discovered and under research.

### ***Air quality and CO2 emissions***

The municipal area of Quarto d'Altino includes sites of environmental interest such as the Site of Community Importance (SIC) IT3240031 Sile River from Treviso Est to San Michele Vecchio, the Special Protection Area (SPA) IT3240019 Sile Morto and bend in S. Michele Vecchio, and the Upper Venice Lagoon SIC IT3250031. The air quality is rather poor: Quarto d'Altino is located in the Veneto Region, within the Po Valley, one of the areas in Europe most affected, along with the southern regions of Poland, by CO2 levels. The particular territorial conformation of the valley traps most of the carbon dioxide and pollutant particles at ground level with a funnel effect. This issue, faced by all of northeastern Italy, highlights how crucial the green challenge is for the future of the inhabitants.



*Figure 1 Part of the Altinum area, close to the GreenHub*

## **4.2. Relevant existing strategies**

PAT approved by resolution of the Commissioner within the competence of the Provincial Council of Venice n. 82 of 07/08/2015;

PAT – 1st variant of adaptation to the Regional Law 14/2017 – approved with City Council resolution no. 34 of 11.29.2019, which presents the following strategic objectives:

- Need to rebalance the urban and social fabric of the territory by planning processes of redevelopment and modernization of existing buildings rather than consumption of the territory;
- Identify for each hamlet its own territorial characteristic and design the best liveability and sustainability solution, aiming at improving personal services and the specific attractions of the hamlet itself;
- Rationalize the production system;
- Recalibrate the oversizing of the current PRG determined by the PIRUEA and the areas subject to the implementation plan with the aim of completely rethinking the offer in terms of greater economic sustainability and compatibility with the objectives of the PAT;
- Preserve the reclamation landscape and the views of the lagoon as a

tourist and agricultural resource. Therefore, not only the specialized theme of the "dressing" of the constraint but more generally the in-depth study of the profound intertwining existing between the protection of cultural heritage (landscape and archaeological heritage) and raising awareness of the population through active practices of involvement and active participation;

- Preserve and strengthen the ecological network.

- In the territory of the Municipality of Quarto d'Altino there are 17 abandoned or degraded areas, pursuant to article 2, paragraph 3 of Regional Regulation no. 1/2013, and they present 3 different types of degradation:
  - **BUILDING DEGRADATION**, referring to the presence of an architectural heritage of poor quality, obsolete, unused, underused or improperly used, inadequate from an energetic, environmental or static-structural point of view;
  - **URBAN DEGRADATION**, referring to the presence of a heterogeneous, disorganized or unfinished system, the scarcity of equipment and services, the degradation of public spaces and the lack of free areas, the presence of equipment and infrastructures or those that are not compatible, from a morphological point of view , landscape, environmental or functional, with the reference context;
  - **SOCIO-ECONOMIC DEGRADATION**, referring to the presence of conditions of abandonment, underutilization or overcrowding of properties, improper or partial use of the same, phenomena of economic and social impoverishment or marginalization".
- Cycle paths:
  - "Greenway of the Sile River" created by the Municipality of Quarto d'Altino in the years 2003/2005 as part of the program for the valorization of itineraries of landscape interest within the Sile River Regional Natural Park;
  - Cycle path on Via C. Augusta - Connection between the center and the archaeological area of Altino", called "Path of memory";
  - Cycle path along the embankment of the Siloncello Canal to connect the long Dolomite cycle route - Portegrandi - Quarto d'Altino section - to the archaeological center of Altino.
- The Municipality of Quarto d'Altino with Municipal Council Resolution n. 106 of 02.10.2019 approved the general guidelines for the adoption of measures to contain the concentration levels of air pollutants in implementation of the "New program agreement for the coordinated and joint adoption of remediation measures for the improvement of air quality in the Po Valley.

- The Municipality of Quarto d'Altino has already launched a wide range of initiatives and strategic measures with the three-year public works plan 2023-2025. In particular, the interventions that we indicate below are related to the territory of Altino:
  - extraordinary maintenance of municipal roads (€200,000 + €280,000);
  - the renewal of the "Path of Memory" cycle path (€435,000);
  - redevelopment of the cycle path "Sile River Greenway" (€300,000);
  - completion of the cycle path along Via Crete (€240,000);
  - enhancement and restoration of the Civic Center of the hamlet of Portegrandi (€1,265,000);
  - requalification and energy efficiency of the Civic Center of Altino (€250,000);
  - realization of ZTL 30 floor plate in via s. Heliodorus in Altino (€218,000);

### 4.3. Local Challenge

#### ***A Civic Centre to bring together archaeology, environment and community***

The nearby elementary school was built in the 1961, in Altino, part of Quarto d'Altino, as part of a complex encompassing the National Museum of archeology of Altino and a church. The school closed about in 1980, and its building became a public space for local meetings and activities, such as activities for children, exhibitions, film projections, etc. In parallel, the National Museum of archeology of Altino also moved to a further location in 2013, and a cooperative restaurant opened. 6 years ago, the Civic Centre stopped its activities, and the building has become derelict since then.

Altino, where the Civic Centre is located, now a small hamlet, is an important place of historical and environmental interest. On the one hand, it has a thousand-year history and represents the ancestor of Venice, the first capital of the lagoon. The area is a vast archaeological surface and home to an important National Archaeological Museum. On the other hand, it is a countryside connected to the lagoon and surrounded by a network of rivers and canals, rich in biodiversity. In addition, the countryside is crossed by a network of cycle paths connecting to the Sile River Park.

The Municipality of Quarto d'Altino has already planned some initiatives and measures with the three-year public works plan 2023-2025 for the renovation of the building:

- enhancement and restoration of the Civic Center of the hamlet of Portegrandi (€1,265,000)
- requalification and energy efficiency of the Civic Center of Altino (€250,000)

### ***IAP Focus***

**Quarto d'Altino would like to restore and relaunch the old Civic Center with a new function**, to enhance its archaeological as well also from a naturalistic environmental point of views, moving in the perspective of integration between the two areas. **It would like to have a multifunctional, innovative, green, smart hub open to citizens, capable of orienting people and providing services to facilitate the use of green spaces**, cycle paths and waterways, for people to enjoy the landscape and environmental heritage, practicing outdoor activities. This will in turn regenerate people and their individual and community relationships.

Via the regeneration of the civic centre, **Altino would become a pole for slow tourism**, a crucial political challenge for the transition to green development, encouraging people to discover the natural and historical beauties of the place, while promoting a sustainable and environmentally friendly lifestyle.

As such, the green revitalisation will be concerned mostly with the regeneration of the Civic centre building itself, embedded in its wider territory, together with the promotion of the territory and development of new governance mechanisms.



Figure 2 A moment of "co creation", working on our Problem Tree

**To translate this vision into a set of operational interventions**, the IAP has identified a series of generic objectives that represent the main areas of transformation on which the community and the municipal administration should focus their efforts.

Each objective corresponds to a package of potential actions that articulate its content in concrete and verifiable terms, providing a flexible and progressive working framework.

The following tables therefore serve to make explicit the link between the strategic dimension – the revitalization of the Altino Civic Center as a

Green & Smart Hub – and the operational dimension, which concerns the physical regeneration of the space, its integration with the surrounding territory, and the activation of new models of participatory governance. This step clarifies how the identified objectives do not remain abstract formulations, but instead translate into a coherent sequence of actions capable of generating tangible impacts both at the local level (for citizens, associations, and schools) and at the territorial level (for the promotion of the landscape, slow tourism, and environmental resilience).

<i>GENERIC OBJECTIVES</i>	<i>POTENTIAL ACTIONS</i>
<p><b>Regenerating the Civic Centre</b></p>	<ul style="list-style-type: none"> <li>• Carrying out renovation works to make the building functional and welcoming again (basic restoration, energy efficiency, accessibility).</li> <li>• Transforming the Civic Centre into a <b>Green &amp; Smart Altinum Hub</b>, multifunctional and innovative, combining cultural, environmental, and social functions.</li> <li>• <b>Hosting activities</b> open to all citizens (workshops, exhibitions, educational events).</li> <li>• <b>Creating spaces for young people</b> and local associations.</li> </ul>
<p><b>Embedding the green regeneration of the Civic Centre in the wider local area</b></p>	<ul style="list-style-type: none"> <li>• Connecting the Hub with the archaeological area, green spaces, cycle paths, and waterways to <b>promote slow and sustainable tourism</b>.</li> <li>• Designing and promoting routes combining <b>nature, history, and outdoor activities</b> (walking, cycling, canoeing).</li> <li>• Developing a <b>coordinated communication</b> and branding strategy to relaunch the image of Altino.</li> <li>• <b>Enhancing small degraded or underused areas</b> (green areas, riverbanks) through experimental revitalisation actions.</li> </ul>
<p><b>Developing new governance mechanisms</b></p>	<ul style="list-style-type: none"> <li>• <b>Consolidating the ULG as a permanent platform</b>, able to co-design and manage proposals for the Civic Centre.</li> <li>• Establishing <b>forms of co-management</b> and co-maintenance <b>of spaces</b> with associations, schools, and citizens.</li> <li>• Creating <b>partnerships</b> with universities, cultural institutions, and local businesses to support activities and events.</li> <li>• Experimenting with <b>participatory financing tools</b> (crowdfunding, sponsorships, membership schemes).</li> </ul>

### ***IAP resourcing***

The Municipality of Quarto d'Altino is committed to developing a **coherent and progressive funding strategy**, designed to combine public and private resources and to ensure the long-term sustainability of the Green & Smart Altinum Hub.

The overall approach is based on the recognition that the IAP encompasses not only physical regeneration works but also activities of social innovation, governance, and community engagement, which require diversified and complementary financial sources.

In the short term, the Municipality intends to actively monitor and apply for regional, national, and European programmes relevant to urban regeneration, cultural heritage valorization, ecological transition, and social inclusion. Parallel efforts will focus on engaging local businesses, associations, and philanthropic actors in supporting micro-projects and community-led initiatives connected to the IAP.

In the medium to long term, the sustainability of the Altinum Hub will depend on the establishment of a stable governance and management model, able to attract and channel resources over time. Different options are under consideration, such as public-private partnerships, the involvement of local stakeholders through dedicated entities, or the introduction of innovative mechanisms including renewable energy savings, participatory funding schemes, and sponsorships.

**The Municipality will establish a steering and coordination mechanism** to guide project scouting and fundraising activities, making use of external expertise and existing collaboration networks. A key priority will be the ability to structure credible and modular project proposals capable of attracting progressive investment and ensuring that the implementation of the IAP can move forward in a sustainable and scalable way.

## **4.4. GreenPlace in the working practices of the City**

Political support is still being developed, and what needs to be consolidated through an ongoing process and familiarization with the European project environment is the level of involvement of employees and internal officers who, as in all small municipalities, work in a compartmentalized, sectoral manner. The multilevel, horizontal, and

participatory approach is not well known, and therefore, small steps are needed, considering the shortage of human resources in terms of numbers (the Municipality of Quarto d'Altino suffers from an understaffed organizational structure).

## 4.5. Problem identification with and by local stakeholders

### 4.5.1. GreenPlace ULG

The ULG is composed by:

- **Associations:** La Carta di Altino, partner of the project and available on a voluntary basis
- **Museums and Superintendencies:** National Museum and Archaeological Areas of Altino (Directorate of the Archaeological Museums of Veneto), Superintendence of Archaeology, Fine Arts and Landscape for the Municipality of Venice and the Lagoon, Superintendence of Archaeology, Fine Arts and Landscape for the Metropolitan Area of Venice and the Provinces of Belluno, Padua and Treviso
- **Universities:** Iuav Venice, Ca' Foscari Venice, University of Padua
- **Metropolitan City of Venice**
- **Campaign Owners and Managers:** F.lli Pesce agricultural company, The Courageous Bread (Mirko Visentin and Damiano Visentin)
- **Restaurateurs:** Le Vie restaurant, Vecchia Altino restaurant, Ca' delle Amphorae
- **Tour Operators:** El Bragozzo Va
- **Merchants:** Association of Merchants of Quarto d'Altino, Quarto d'Altino Trade Consortium, Altinonline
- **Banks:** Intesa Sanpaolo, Cooperative Credit Bank, Unicredit
- **Parishes:** Parish of Quarto d'Altino, Parish Group of Altino, Parish Group of Portegrandi

The group is particularly attentive to representing every category of stakeholders present in the Municipality, and it prides itself on including representatives from institutional entities (universities) and museum representatives from ministerial institutions. This is an excellent achievement for a very small municipality like Quarto d'Altino.

As is common in many smaller municipalities, local life and engagement are strong; however, for Quarto d'Altino, this is the first time working with stakeholders in a structured group, engaging citizens in a participatory process.



*Figure 3 Presenting our project - First phase, October 2023*

## 4.5.2. ULG Methodology

### ***Human Resources Used***

The Urban Local Group (ULG) of Quarto d'Altino is coordinated by Mario Defina, a dedicated volunteer. The group comprises a diverse array of stakeholders representing various sectors within the municipality, including associations, museums, universities, local businesses, restaurateurs, tour operators, merchants, medium-large companies, banks, and parishes. This inclusive composition ensures a comprehensive representation of the community's interests and expertise.

## ***Methods and Tools***

**The methodology emphasizes an integrative and innovative approach, following the guidelines recommended by Urbact.** We employ specific tools from the Urbact toolbox to facilitate effective stakeholder engagement and project management. These tools include:

1. **Stakeholder Ecosystem Mapping:** This tool helps us visualize and understand the relationships and interactions between different stakeholders, ensuring that all voices are heard and considered.
2. **Stakeholder Influence/Importance Matrix:** This matrix assists in identifying and prioritizing stakeholders based on their influence and importance to the project, enabling us to allocate resources and attention accordingly.
3. **Stakeholder Analysis Table:** This table provides a detailed analysis of each stakeholder's interests, needs, and potential contributions, fostering a deeper understanding and more targeted engagement strategies.

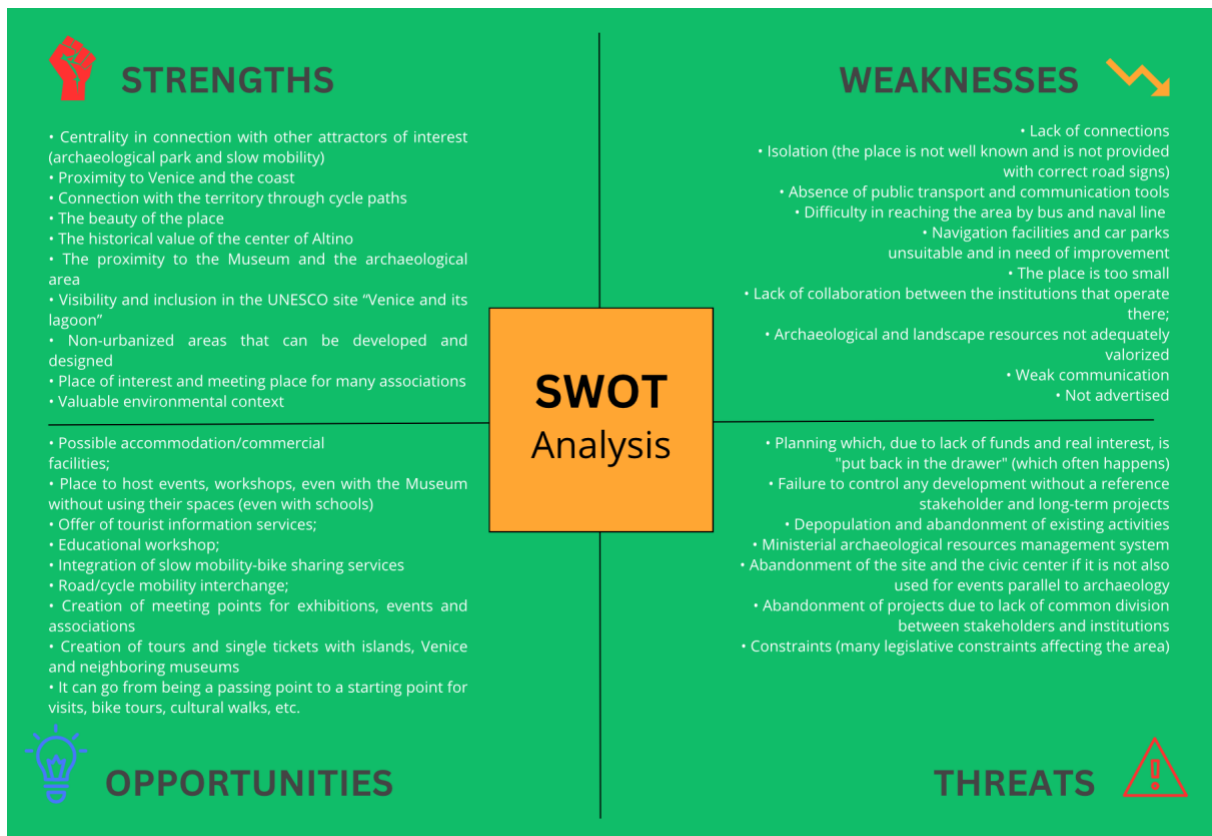
## ***Highlights***

- **High Participation in Meetings:** The ULG meetings have been well-attended, with active participation from all members. This level of engagement reflects the community's strong interest and commitment to the project.
- **Successful Public Events:** The first public presentation on October 10th, 2023, attracted around 50 people (inhabitants), demonstrating significant local interest. The event included a film projection related to the project, further engaging the community.
- **Diverse Representation:** The ULG's composition includes representatives from institutional entities (such as universities) and museum representatives from ministerial institutions. This diversity enriches the group's perspectives and strengthens its capacity to address various aspects of the project.
- **Innovative and Integrative Approach:** By following Urbact's recommended methodologies and utilizing specific tools from the Urbact toolbox, we have adopted a structured and effective approach to stakeholder engagement. This methodology ensures that our project is inclusive, well-coordinated, and responsive to the community's needs.

Overall, our methodology not only adheres to best practices but also fosters a collaborative and dynamic environment. The strong participation

and diverse representation within the ULG underscore the effectiveness of our approach, promising a successful and impactful project for the Municipality of Quarto d'Altino.

### 4.5.3. Co-identification of local priorities



#### Strengths

Quarto d'Altino boasts a number of significant strengths that position it as a valuable and attractive location. Its centrality offers excellent connections to other points of interest, such as the archaeological park and slow mobility networks. The municipality's proximity to Venice and the coast enhances its appeal, making it easily accessible for tourists and locals alike. The area is well-connected through cycle paths, making it an ideal destination for cycle tourism. The natural beauty and historical value of Altino's center, combined with its proximity to the Museum and archaeological areas, add to its allure. Furthermore, the visibility and inclusion in the UNESCO site "Venice and its lagoon" elevate its cultural and historical significance. Non-urbanized areas present opportunities for thoughtful development and design, creating spaces for future growth.

The place is a hub of interest and a meeting point for numerous associations, and its valuable environmental context further enhances its attractiveness.

### ***Weaknesses***

Despite its strengths, Quarto d'Altino faces several weaknesses that hinder its full potential. There is a lack of effective connections, leading to a sense of isolation. The area is not well-known and suffers from inadequate road signage. This, coupled with a lack of public transport, communication tools, and tourist products, diminishes its appeal to tourists. Reaching the area by bus or naval line towards Venice is challenging, and the existing navigation facilities and car parks are insufficient and require improvement. The small size of the place limits its capacity to accommodate large numbers of visitors. There is also a lack of collaboration between institutions, resulting in underutilized archaeological and landscape resources. Weak communication and a lack of understanding among local decision-makers about the area's historical importance further impede its development. The site is not adequately advertised, and the multitude of ideas lacks a cohesive direction, making it difficult to unify different initiatives.

### ***Opportunities***

Quarto d'Altino has numerous opportunities for growth and development. There is potential for establishing accommodation and commercial facilities to attract more visitors. The area can host events and workshops, potentially in collaboration with the Museum, and offer educational workshops, including for schools. Enhancing tourist information services and integrating slow mobility options such as bike-sharing services can improve accessibility. Developing road and cycle mobility interchanges can facilitate easier travel. The creation of meeting points for exhibitions, events, and associations can foster community engagement. Additionally, establishing tours and single tickets that include nearby islands, Venice, and neighboring museums can enhance the tourist experience. By transforming from a passing point to a starting point for visits, bike tours, and cultural walks, Quarto d'Altino can significantly increase its attractiveness and visitor numbers.

### ***Threats***

However, several threats could undermine these opportunities. Planning efforts may be shelved due to a lack of funds or genuine interest, a common occurrence. Without a reference stakeholder and long-term projects, uncontrolled development could occur. Depopulation and the abandonment of existing activities pose serious risks. The management of ministerial archaeological resources may also hinder progress. If the site and civic center are not utilized for events beyond archaeology, they risk

being abandoned. Projects could be abandoned due to a lack of unified direction among stakeholders and institutions. Finally, numerous legislative constraints affecting the area could impede development efforts.

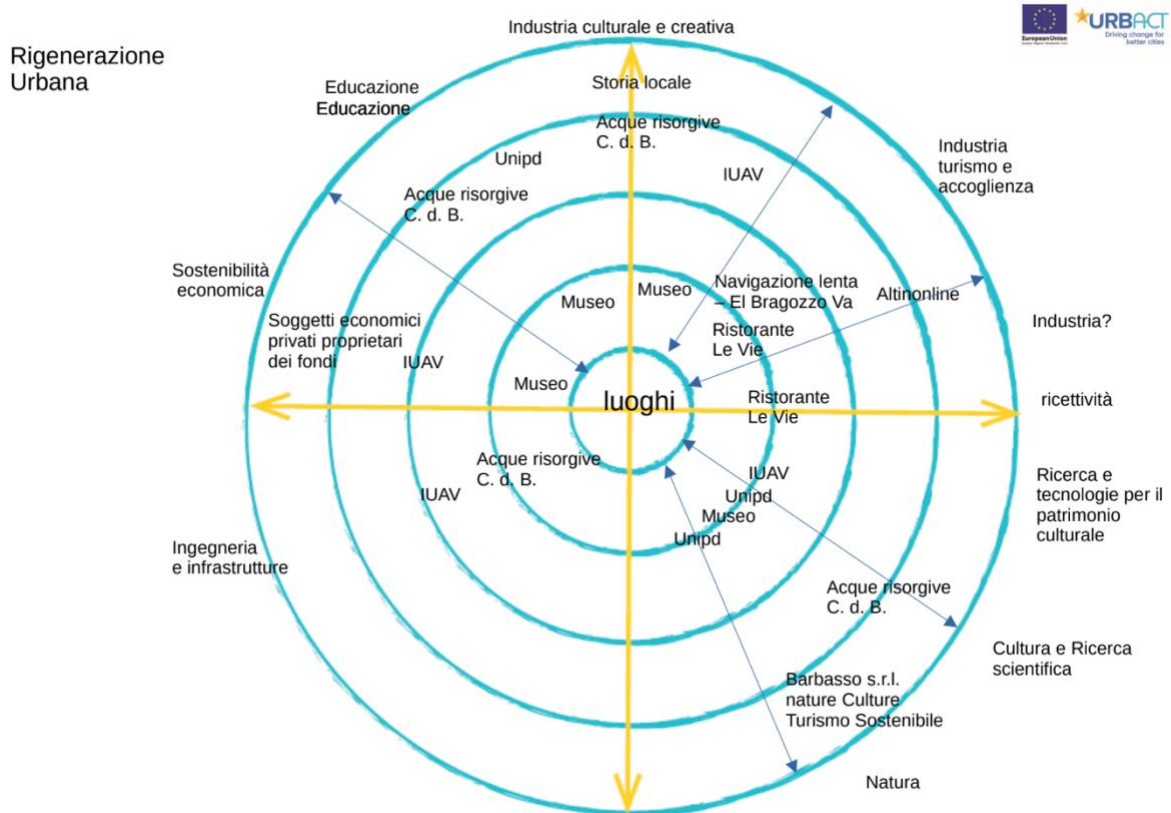


Figure 4 Mapping our stakeholders

### 4.5.4. Main integration challenges

#### **First Analysis of Current Levels of Integration**

Quarto d'Altino has made commendable strides in forming an Urban Local Group (ULG) that includes a wide array of stakeholders from various sectors, such as associations, museums, universities, local businesses, and environmental groups. The integration efforts have been particularly focused on enhancing connectivity through cycle paths and fostering a sense of community engagement through public events and meetings. However, there are several areas where strategic efforts are needed to improve the integrated approach:

1. **Transportation and Connectivity:** Enhancing public transport options and improving road signage to reduce the sense of isolation and make the area more accessible to tourists and locals.
2. **Collaboration among Institutions:** Strengthening cooperation between different institutions to better utilize archaeological and landscape resources and unify the diverse ideas into a cohesive development strategy.
3. **Communication and Promotion:** Improving communication strategies and advertising to raise awareness of the area's historical importance and tourist potential.

### ***Approach to Key URBACT Cross-Cutting Themes***

1. **Gender:** For a small municipality like Quarto d'Altino, addressing gender issues is particularly challenging. This theme is not as current or pressing within the local community. Therefore, strategic efforts are required to raise awareness and integrate gender considerations into local planning and community engagement initiatives. This might involve educational workshops and gender-sensitive policies to ensure inclusivity in all projects.
2. **Digital:** While digital integration poses challenges, Quarto d'Altino can leverage the presence of an innovation hub. Its participation in the Urban Local Group as an active stakeholder offers an excellent opportunity to gain expertise and support in digital initiatives.
3. **Green:** Sustainability is a more accessible and resonant theme for Quarto d'Altino. The municipality and its stakeholders are already aware of the importance of green initiatives due to the proximity to the lagoon and the environmental challenges faced by the neighboring city of Venice. There is a strong focus on activating urban and peri-urban sustainability processes. Efforts include:
  - Developing green spaces and non-urbanized areas.
  - Promoting slow mobility through cycle paths and bike-sharing services.
  - Hosting events and workshops that emphasize environmental education and sustainability.

## **4.6. Testing action**

As part of the GreenPlace initiative, the Municipality of Quarto d'Altino launched the testing action "*Enlighting Altino*", designed to revitalize the

Civic Center and its surroundings through a series of participatory day-long activities. These events were conceived to harmonize the natural, environmental, and historical-archaeological dimensions of the area with infrastructural improvements already underway. By engaging citizens of different generations — from students to adults — the initiative aimed to strengthen the sense of belonging and appreciation for the unique heritage of Altino.

### ***Objectives***

The testing actions carried out in Quarto d'Altino pursued multiple and complementary objectives. First, they aimed to communicate effectively with diverse audiences, ensuring broad and inclusive participation in the initiatives. A key goal was to test the public's response to new, experiential ways of exploring the Altino area, combining environmental, historical, and archaeological dimensions with outdoor practices such as walking and cycling.

The activities also sought to gather feedback and suggestions from participants, particularly regarding the future role and revitalization of the Altino Civic Center. At the same time, the testing phase served to strengthen the operational collaboration within the Urban Local Group (ULG), assessing its ability to co-design, communicate, and deliver joint actions in a coordinated and participatory way. Finally, the events provided a valuable opportunity to experiment with new forms of cooperation between public institutions, schools, associations, and local businesses, testing the potential of Altino as a hub for slow tourism, culture, and community life.



Figure 5 A moment of our first testing action, in front of the GreenHub

### **Testing Action Activities**

Two testing action initiatives were designed and implemented by the ULG in close cooperation with local stakeholders.

- **The first event**, aimed at a general audience, was supported by a communication campaign promoted through social media, newsletters, and local press. Participants could choose between a walking exploration coordinated by *Nordic Walking Altinum ASD* — integrating natural, environmental, and historical aspects with a focus on healthy outdoor practices — or a cycling route leading to the archaeological site of Altino. Both groups gathered in the main square, in front of the Civic Center under restoration, for a shared historical and archaeological presentation, followed by a convivial moment and the distribution of questionnaires to collect feedback. The event was organized in collaboration with the Municipality of

Quarto d'Altino, *Ca' Foscari University of Venice*, the *University of Padua*, *La Carta di Altino*, *Nordic Walking Altinum ASD*, and the restaurant *Le Vie*. Public participation was encouraging, and feedback was highly positive.

- **The second event** involved a high school class from the province of Venice, accompanied by their teachers and principal. Students followed a cycling route from Quarto d'Altino to Altino, with stops to explore key historical and archaeological sites and to visit a hydraulic lift system. The day concluded in the parish church of Altino with a buffet and the screening of videos dedicated to environmental and nature-related themes.

This initiative was realized through the collaboration of the Municipality, *Barbasso Nature Culture*, the *Consorzio Acque Risorgive*, the *Regional Directorate of National Museums of Veneto*, *La Carta di Altino*, the *Altino Parish*, and the restaurant *Le Vie*.

### **Future Plans**

Looking ahead, the Municipality and the ULG intend to consolidate these experiences into a structured annual calendar of cultural, educational, and environmental events that will sustain the momentum of community collaboration.

The long-term goal is to transform the Civic Center into a **permanent hub for civic engagement, cultural production, and sustainable tourism**, integrating public, private, and third-sector actors in shared governance.

Future steps will focus on strengthening partnerships with schools, universities, associations, and businesses, while exploring new funding opportunities to guarantee continuity. These actions will contribute to building a stable, participatory governance model and to positioning Altino as a place of identity, innovation, and community regeneration — a living symbol of the GreenPlace project's legacy.



Figure 6 & 7 While the ULG were explaining the meaning of the area

Following the first testing action "*Enlighting Altino*", which explored new forms of public engagement through outdoor and cultural activities, a **second testing action** was conducted to address a crucial and complementary challenge within the IAP: the involvement of young people in the regeneration process of Altino and in the future design of the Civic Center as a place of creativity, dialogue, and innovation.

This initiative — "*Towards Places, People, Stories*" — was conceived as an experimental journey combining artistic expression, creative technologies, and intergenerational reflection. Its main purpose was to explore how creativity and digital tools can become bridges between different generations and help imagine new ways of inhabiting and narrating the places of Quarto d'Altino.

### **Objectives**

The testing action aimed to achieve several interconnected goals. First, it sought to **understand the barriers that hinder youth participation** in the planning and transformation of local spaces. The initiative intended to stimulate reflection among adults — including policymakers, educators, and cultural actors — on how to design processes that are not naïve or improvised but grounded in real understanding of young people's needs and languages.

Second, it aimed to **experiment with creative and technological tools** (from performing arts to conversational and generative AI) as possible mediators for social innovation and intergenerational dialogue.

Finally, the testing action intended to **link different urban and natural locations** – the Service Centre in the industrial area and the Civic Centre in the lagoon area – as a symbolic network of “distributed cognition,” where people can build meaningful connections through creativity, nature, and shared storytelling.



*Figure 7 A session of co-creation during the 2nd testing action held by our ULG members*

### **Testing Action Activities**

The testing action took place in **two distinct locations** over a single day:

- In the **morning**, at the Service Centre in the industrial area of Quarto d’Altino, participants engaged in activities focused on expressive and performing arts, aimed at perceiving and narrating the meaning of places. Through conversational AI tools and guided discussions, participants explored the topic of youth involvement and community imagination.

- In the **afternoon**, at the Civic Centre of Altino, the planned activities involving generative AI were partially suspended due to difficulties in visually expressing emotions and perceptions of place. This challenge led to an open debate among participants, some of whom expressed a desire to continue the experiment in a new session, while others voiced critical opinions, reflecting tensions within the broader process of the URBACT project.

The session concluded with a **symbolic and poetic ritual in nature**, during which participants created messages addressed to future generations — a gesture that will be taken to the Quarto d'Altino Middle School as an invitation for collaboration in building a collective “archive of messages for the future.”

### ***Future Plans***

The Municipality and the ULG plan to capitalize on this experience by designing a **targeted strategy for youth engagement**, aligned with the IAP's broader objectives of social innovation, cultural participation, and environmental awareness.

Future actions will focus on developing **creative and technological programs** that reconnect young people with local heritage, promote **transgenerational collaboration**, and foster **digital and ecological literacy**.

This approach will serve as the foundation for new pilot projects involving schools, associations, and cultural professionals, transforming the Civic Centre of Altino into a space where young people can **co-create narratives, artworks, and digital stories** that express both individual and collective identities.

### ***Key Learnings***

The testing action revealed several insights:

- The **difficulty of aligning perspectives and expectations** among ULG members when addressing youth-related themes;
- The **need for specialized skills** in creativity and facilitation when using artistic and digital tools;
- The **importance of grounding technological experimentation** (such as VR or generative AI) in accessible, meaningful, and sustainable practices;

- The **potential of symbolic and artistic languages** to foster emotional connection and collective reflection, even when challenges arise.

Ultimately, the experience demonstrated that youth engagement cannot be taken for granted: it requires carefully designed processes, time for trust-building, and spaces where adults and young people can learn from each other.



*Figure 8 Another moment caught during the second testing action*

### ***Impact on the IAP***

The testing action contributed significantly to the refinement of the IAP, particularly in defining strategies for **youth inclusion and intergenerational dialogue**.

It highlighted that the first obstacle to participation lies in the **different “visions of the world” between generations**, and that addressing this gap is essential to fostering forward-looking, experimental action.

The outcomes will guide the design of future interventions aiming to:

- Promote lifestyle changes through a reconnection with nature;
- Create opportunities for sociality and intergenerational relationships;

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- Emphasize creativity as a key driver for storytelling and community identity;
- Encourage responsible and inclusive use of technologies for sustainable growth and civic empowerment.

By integrating these lessons, the IAP reinforces its role as a dynamic and adaptive framework — one that not only regenerates places but also nurtures the people and stories that make them meaningful.

## 5. Overall logic and Integrated approach



## Areas of Intervention

1. Physical interventions on the disused civic center.
2. Physical interventions on surrounding areas.
3. Organization of activities and events.
4. Creation of digital services and technological tools for social transformation/innovation, sustainable tourism, research, documentation, and cultural events.
5. Governance, awareness-raising, and participatory actions for social innovation, green tourism, research, documentation, and cultural events.
6. Transdisciplinary design of social services through creativity and technology for social well-being.

## Specific Objectives and Actions

### **A. Create a multifunctional hub to sustainably host community activities (Green and Smart Altinum Hub).**

- i.** Reuse the disused civic center.
- ii.** Create an inclusive hub offering a multifunctional space for social and cultural participation activities and other community activities.
- iii.** Build an energy-efficient facility.
- iv.** Ensure the site is accessible.
- v.** Guarantee that the hub is vibrant and widely used.

**B. Promote conscious, sustainable, and responsible lifestyles.**

- i.** Increase the availability of green spaces and community areas around the old civic center.
- ii.** Improve transport connections to enhance accessibility for tourists and residents.
- iii.** Enhance the local natural, environmental, archaeological, and historical heritage.
- iv.** Expand the availability of slow mobility solutions.
- v.** Promote green, conscious, and responsible lifestyles, emphasizing sustainability and environmental protection.
- vi.** Encourage healthy lifestyles to combat sedentary behavior.
- vii.** Raise awareness about the hub and its activities.

**C. Foster social cohesion, inclusion, and community participation.**

- i.** Engage the local community in the hub's activities.
- ii.** Promote community and cultural interaction.
- iii.** Encourage intergenerational dialogue and interaction.
- iv.** Strengthen the local digital infrastructure.
- v.** Improve digital skills.
- vi.** Activate creative and technological processes in social contexts to counteract youth distress and promote social development opportunities.
- vii.** Introduce innovative educational paths with local schools.
- viii.** Organize educational programs for adults and seniors.
- ix.** Facilitate interaction between associations and third-sector organizations operating in social, cultural, sports, educational, and artistic fields.

**D. Promote sustainable tourism in Altino and Quarto d'Altino.**

- i. Promote the local cultural and natural heritage.
- ii. Develop an integrated and sustainable tourism system through dialogue with neighboring areas and collaboration with local economic operators.

**E. Promote interdisciplinary and innovative research to enhance Altino's heritage.**

- i. Collaborate with universities and research centers to study and enhance the local heritage.
- ii. Create a dedicated research space within the hub to host scholars and study projects on the territory.
- iii. Collect and analyze data to support the development of sustainability strategies and social innovation.
- iv. Promote grants and opportunities for local research, with particular attention to young researchers.

**F. Value and make accessible documentation related to Altino and Quarto d'Altino's history, culture, and memories.**

- i. Archive and make the territory's documentary heritage accessible to facilitate consultation.
- ii. Organize initiatives and events to recover local memories.
- iii. Develop educational paths based on documentary materials for schools and local communities.

**G. Promote high-quality cultural programming to enhance the territory.**

- i. Organize multidisciplinary cultural events that reflect the territory's unique characteristics and values.
- ii. Create cultural activities at the hub to ensure a continuous offering.
- iii. Involve artists and cultural professionals to develop creative projects integrating technologies and local themes.
- iv. Encourage community participation in the co-creation and management of cultural events.

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The **strategic visions, objectives, and areas of intervention** outlined above form the backbone of the Integrated Action Plan. To translate these guidelines into operational tools, the IAP of Quarto d'Altino has developed a series of summary tables of actions organized by area of intervention.

These tables are designed to:

- clearly highlight the connections between general objectives and specific actions;
- provide a structured framework to understand how each objective finds concrete application;
- ensure an integrated approach, capable of combining the physical dimension (restoration and enhancement works), the social dimension (inclusion, participation, cohesion), and the cultural and environmental dimensions (research, sustainable tourism, cultural programming).

In this way, the transition from vision to operational plan becomes clear and transparent, enabling both local management and monitoring by European partners. The following "Summary action tables" therefore represent the synthesis of the work carried out: a bridge between strategic elaboration and the concrete implementation of actions on the territory.

### 5.1. Summary action tables by intervention area

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
<b>1. Physical interventions on the disused civic center</b>							
Renovate and adapt the disused civic center to transform it into the Green & Smart Altinum Hub	Internal renovation of the civic center and upgrade of facilities	A	1 renovated civic center	Municipality of Quarto d'Altino	Construction companies	Own budget resources	24
Create an energy-efficient building	Implementation of solutions to improve the building's energy efficiency	A	Improved energy certification	Municipality of Quarto d'Altino	Energy efficiency experts	Own budget resources	24
Ensure an accessible site	Upgrading facilities to ensure accessibility for all	A	Certified accessibility	Municipality of Quarto d'Altino	/	Own budget resources	24
Create a research space in the hub to host scholars and local research projects	Setting up equipped areas for research within the hub	E	1 active research space	Municipality of Quarto	Municipality of Quarto d'Altino   ULG, Local Associations, Universities and Research Centers, Museum Hub	Own budget resources, regional, national, and EU funds	36

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
<b>2. Physical interventions on surrounding areas</b>							
Increase the availability of green spaces and community areas around the old civic center	Landscaping the area behind the Civic Center as a green space	B	Community green area	Municipality of Quarto d'Altino	Local businesses, environmental associations, ULG	Own budget resources, regional, national, and EU funds	24
Improve transport connections to strengthen connectivity and accessibility for tourists and residents	Construction of at least 5 km of bike paths and walkways connected to the civic center. Increase public transport and bike path usage by 10%	B	Bike path under construction and new walkways created	Municipality of Quarto d'Altino, Venice Metropolitan City	Local businesses, ULG, urban planners	Own budget resources, regional, national, and EU funds	24
Expand the availability of slow mobility solutions	Development of pedestrian and bike routes	B	Municipal bike-sharing service, guided walking paths with associations	Municipality of Quarto d'Altino	Local businesses, ULG, urban planners	Own budget resources	12
Enhance local natural, environmental,	Conservation and promotion of local heritage	B	10% increase in visits to	Municipality of Quarto	Municipality of Quarto d'Altino	Own budget resources, regional,	24-36

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
archaeological, and historical heritage			points of interest	d'Altino	Local businesses, Venice Metropolitan City, Museum Hub, Local Associations	national, and EU funds	
<b>3. Organization of activities and events</b>							
Create an inclusive hub offering multifunctional spaces for social and cultural participation and other community activities	Organizing spaces for cultural and social activities	A	5 community events per year	Municipality of Quarto d'Altino, Local Associations	ULG, Museum Hub, Local Associations, Local Businesses	Own budget resources, regional, national, and EU funds	24
Ensure the hub is lively and utilized	Regular programming of events and activities	B	80% space occupancy throughout the year	Municipality of Quarto d'Altino, Local Associations	ULG, Local Associations, Local Businesses, Event Organizers	Own budget resources, regional, national, and EU funds	24
Launch the management structure of the Green & Smart	Agreement among stakeholders for management	B	Agreement established	Municipality of Quarto d'Altino, Local Associations	ULG, Local Associations, Local Businesses, Event	Own budget resources, regional, national, and	24

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
Altinum Hub					Organizers, Consorzio Acque Risorgive	EU funds	
Promote healthy lifestyles to avoid and prevent sedentary behavior	Organize sports and recreational activities, repeating experiences from testing actions aimed at schools and the general public, including adults and seniors for health promotion	B	Annual calendar of activities, at least 3 educational workshops per year	Municipality of Quarto d'Altino, Local Associations	ULG, Local Associations, Event Organizers, Consorzio Acque Risorgive, NWA	Own budget resources, regional, national, and EU funds, self-funded NWA	12
Engage the local community in the hub's activities	Participation and volunteer initiatives	C	15 new volunteers involved	Municipality of Quarto d'Altino, Local Associations	ULG, Local Associations	Own budget resources, regional, national, and EU funds	12
Promote community and cultural interaction	Events fostering intercultural exchange	C	1 new cultural festival at the hub	Municipality of Quarto d'Altino, Local Associations	ULG, Local Associations, Local Businesses, Event Organizers	Own budget resources, regional, national, and EU funds	24

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
Encourage intergenerational dialogue and interaction	Programs involving youth and seniors	C	1 intergenerational program activated	Municipality of Quarto d'Altino	ULG, Local Associations, Schools	Own budget resources, regional, national, and EU funds	24
Activate creative and technological processes in social contexts, countering youth distress and fostering social development opportunities	Creativity, sustainability, and innovative technology workshops for youth and participating teachers	C	1 permanent workshop active	Municipality of Quarto d'Altino	ULG, Local Associations, Local Businesses, Event Organizers, Schools, Museum Hub	Own budget resources, regional, national, and EU funds	24
Foster interaction between associations and third-sector organizations working in social, cultural, sports, educational, and artistic fields	Creation of a network of local associations	C	10 associations involved in creating the new network	Municipality of Quarto d'Altino	ULG, Local Associations	Own budget resources, regional, national, and EU funds	24

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
<b>4. Creation of digital services and technological tools for social transformation/innovation and sustainable tourism</b>							
Strengthening the local digital technological infrastructure	Installation and upgrading of digital infrastructure	C	Activation of the network at the Civic Center and annexed/proximal areas	Municipality of Quarto d'Altino	Digital service providers, H-Farm, and technological partners	Own budget resources, regional, national, and EU funds	24
Integrated digital platform to promote cultural and natural tourism in and Quarto d'Altino	Digital tools designed to promote tourism, facilitating access to information, events, and tourist routes	D	Sistema digitale operativo	Municipality of Quarto d'Altino	Digital service providers, technological partners, tourism operators	Own budget resources, regional, national, and European funds, category funds	24-36
Improving digital skills	Digital training programs for all age groups	D	20 citizens trained annually	Municipality of Quarto d'Altino	Schools, universities, and specialized organizations	Own budget resources, regional, national, and EU funds	24-36
Archiving and making accessible the documentary heritage to foster consultation and accessibility	Digital service providers, other technological partners, archivists, and IT experts	F	Operational portal	Municipality of Quarto d'Altino	Digital service providers, technological partners, archivists, IT experts	Own budget resources, regional, national, and EU funds	36

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
<b>5. Governance, awareness, and participatory actions for social innovation, green tourism, research, documentation, and cultural events</b>							
Promoting conscious and responsible green lifestyles and the importance of sustainability and environmental protection	Awareness campaigns	B	1 annual communication campaign and at least 2 associated events	Municipality of Quarto d'Altino	ULG, local associations, event organizers, Consorzio Acque Risorgive, NWA	Own budget resources, regional, national, and EU funds	24
Raising awareness of the hub and its activities	Communication strategies and community engagement	B	10% of the population informed	Municipality of Quarto d'Altino	ULG, local associations, schools, museum hub, Consorzio Acque Risorgive	Own budget resources, regional, national, and EU funds	24
Encouraging interaction among associations and third-sector entities working in social, cultural, sports, educational, and artistic fields	Facilitation of meetings and creation of collaborative networks	C	Formation of 1 participation group on specific focuses (culture, nature, ecosystems, sports...)	Municipality of Quarto d'Altino	ULG, local associations, universities, and research centers, museum hub	Own budget resources, regional, national, and EU funds	12

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
Promoting the local cultural and natural heritage	Collaboration with cultural entities for events and publications	D	Organization of two annual meetings	Municipality of Quarto d'Altino, Local Associations	ULG, local associations, universities, and research centers, museum hub	Own budget resources, regional, national, and EU funds	36
Establishing collaborations with universities and research centers to study and enhance local heritage	Agreements and protocols of collaboration	E	Creation of 2 specific collaborations	Municipality of Quarto d'Altino, IUAV, Università di Padova	ULG, local associations, Consorzio Acque Risorgive, museum hub	Own budget resources, regional, national, and EU funds	24
Encouraging the collection and analysis of data to support the development of sustainability and social innovation strategies	Implementation of data analysis systems	E	Creation of an operational database	Municipality of Quarto d'Altino	Digital service providers, other technological partners, archivists, IT experts, Consorzio Acque Risorgive	Own budget resources, regional, national, and EU funds	18
Promoting calls and opportunities for local research, with a particular focus on young researchers	Creation and promotion of research calls	E	Creation of an annual call	Municipality of Quarto d'Altino, IUAV, University of Padua	ULG, local associations, Consorzio Acque Risorgive, Museum hub	Own budget resources, regional, national, and EU funds	24

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
Involving artists and cultural professionals to develop creative projects integrating technologies and local themes	Workshops and artistic collaborations	G	Activation of 2 projects	Municipality of Quarto d'Altino	ULG, local associations, event organizers, Consorzio Acque Risorgive, Museum hub	Own budget resources, regional, national, and EU funds	24
<b>6. Transdisciplinary design of social services through creativity and technologies for social well-being</b>							
Activating creative and technological processes in social contexts, preventing youth discomfort, and promoting social development opportunities	Workshops and creative projects for young people	C	1 annual workshop	Municipality of Quarto d'Altino	ULG, local associations, event organizers, Consorzio Acque Risorgive, Museum hub, schools, ed. & tech partners	Own budget resources, regional, national, and EU funds	24
Activating innovative educational paths with local schools	Collaborations with schools for educational paths	C	2 paths to activate	Municipality of Quarto d'Altino	ULG, local associations, museum hub, schools, universities	Own budget resources, regional, national, and EU funds	24-36
Activating educational programs for	Educational programs dedicated	C	2 programs to activate	Municipality of Quarto d'Altino	ULG, local associations,	Own budget resources, regional,	24

Action	Brief summary	Related strategic objective	Output targets	Owner of the action	Partners	Resources	Timeline (months)
adults and senior adults	to the adult population				Museum hub, schools, universities	national, and EU funds	
Developing educational paths based on documentary materials for schools and local communities	Educational projects based on historical archives	F	2 paths to activate		ULG, local associations, museum hub, schools, universities, archivists, educators	Own budget resources, regional, national, and EU funds	24-36

## 6. Action planning detail

The following section represents the transition from planning to implementation within the Integrated Action Plan of Quarto d'Altino. After defining the overall vision, strategic objectives, and areas of intervention, the Urban Local Group (ULG) and the Municipal Administration jointly identified four priority actions to be developed as the first operational steps of the IAP.

These actions are intended to translate the strategic framework of the *Green & Smart Altinum Hub* into a set of integrated and feasible interventions that can immediately activate the collaborative process initiated during the GreenPlace project. Each of them was selected for its capacity to combine physical regeneration, social inclusion, environmental sustainability, and cultural promotion — the four pillars of Quarto d'Altino's local strategy.

Together, these actions form the starting core of the IAP implementation path:

- establishing a **shared governance model** for the future management of the Civic Center;
- initiating the **redevelopment of the Siloncello Canal banks** as a connector between the archaeological and natural landscapes;
- launching an **integrated communication plan** to enhance the visibility and identity of Altino;
- promoting **creative and technological laboratories** that link people, places, and stories to foster social and environmental transformation.

The detailed action tables that follow illustrate how these priorities will be structured, specifying objectives, activities, timelines, stakeholders, resources, and monitoring tools.

They also provide an early example of the logical framework that will guide the progressive development of all future IAP actions — ensuring consistency between vision and implementation, and offering a replicable method for participatory planning and monitoring.

In this sense, these first four actions not only represent the initial phase of the IAP's execution, but also lay the foundations for a new governance culture: one that integrates planning, participation, and place-based innovation to regenerate Altino as a shared, vibrant, and sustainable community hub.

GOVERNANCE STRUCTURE FOR THE MANAGEMENT OF THE CIVIC CENTER			
<p><b>Action Summary</b></p> <p>Establishment of a joint entity among local stakeholders for the co-management of the spaces and operations of the Altino Civic Center. The action aims to strengthen collaboration among public, private, and third-sector actors through coordinated planning and shared promotion. Expected outcomes include continuity in the Civic Center’s management, enhancement of local resources, and increased civic participation.</p>		<p><b>Action Owner</b> Municipality of Quarto d’Altino and ULG Quarto d’Altino</p> <p><b>Link to Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>• Strengthen collaborative governance among local actors</li> <li>• Support the social and cultural regeneration of the Civic Center</li> <li>• Foster active citizenship participation</li> </ul> <p><b>Readiness of the Action</b> The action was an early phase but builds on already launched initiatives and existing cross-sectoral collaboration.</p> <p><b>Timeline</b> From September 2025 to January 2027</p>	
Finance and resources			Main Stakeholders
Requested Budget	Funding Sources	Funding Status	<ul style="list-style-type: none"> <li>- National Archaeological Museum of Altino</li> <li>- Parish of Altino</li> <li>- Nordic Walking Altinum</li> <li>- La Carta di Altino</li> <li>- Le Vie Restaurant</li> <li>- Other local actors to be progressively involved</li> </ul>
To be defined. Budget required for facilitation, communication, activity management, and technical/administrative support.	<ul style="list-style-type: none"> <li>- Municipality of Quarto d’Altino</li> <li>- EU programs (e.g., ERDF)</li> <li>- Private contributions</li> <li>- Local philanthropy</li> <li>- Stakeholder self-financing</li> </ul>	Exploration in progress	
Integration			
Type of integration	Approach to ensure the action will be integrated		
<b>Sectoral Integration</b>	Stakeholders operate in complementary (non-competing) sectors (cultural, social, environmental, economic), ensuring synergies.		
<b>Horizontal Integration</b>	Shared governance involving all local actors, based on common interests and co-design.		
<b>Vertical Integration</b>	Cooperation between municipal, cultural, and regional institutions to support recognition and enhancement.		
<b>Territorial Integration</b>	Open to other neighborhoods and nearby areas through inclusive events and activities.		
<b>Soft/Hard Investments</b>	Mainly soft (governance, events, communication), with potential for minor infrastructure works.		

GOVERNANCE STRUCTURE FOR THE MANAGEMENT OF THE CIVIC CENTER			
Cross-cutting themes			
Theme	Implementation Approach		
<b>Environment</b>	Activities with zero or positive environmental impact; promotion of sustainable behavior and slow mobility.		
<b>Gender</b>	Accessibility for all, including people with disabilities; inclusive content and design.		
<b>Digital</b>	Use of low-cost digital tools (web apps, social media, collaborative platforms) for planning, promotion, and monitoring.		
Risks			
Risk	Probability	Impact	Mitigation measures
Low stakeholder motivation	Possible	Drop in participation, decreased activity	Facilitation, motivational coaching, showcasing positive impacts
Poor outreach of initiatives	Likely	Lower local impact	Involve expert communicators, targeted outreach
Financial difficulties	Likely	Delays or activity cancellations	Fundraising committees, call scouting, co-funding
Activities			
Activity	Date	Output	Issues
Establishment of Civic Center governance entity	By Sept. 2025	Legally sustainable collective entity	Demotivation, unclear responsibilities
Stakeholder mapping and scheduling	June 2025 – Jan. 2027	Shared event calendar	Scheduling overlaps
Compilation of shared calendar	June 2025 – Jan. 2027	Event schedule	Need for coordinated publicity
Relations with Municipality	By Sept. 2025	Socio-economic management framework	Risk of misunderstanding
Expansion to further entities	By Sept. 2027	Operational effectiveness	Task sharing and sustainability
Monitoring			
Indicator	Monitoring tool		Target
Adherence to calendar	Self-monitoring + shared report		At least 75% of planned events held
Event publicity	Concrete evidence (flyers, posts)		100% of events need to be publicized

GOVERNANCE STRUCTURE FOR THE MANAGEMENT OF THE CIVIC CENTER		
Audience participation	Surveys, attendance count	Avg. attendance over 15% capacity
Participant satisfaction	Evaluation surveys	70% of participants satisfied or very satisfied
Results		
Indicator	Monitoring tool	Target
Continuity of governance	Annual check of active group	Active governance for entire project duration
Growth in cultural/civic offer	Count of events and active stakeholders	+10% events vs previous year
Increased civic involvement	Participation metrics	+20% total participation

## REDEVELOPMENT OF THE SILONCELLO CANAL BANKS

### Action Summary

The Siloncello Canal is an important environmental and landscape feature in Altino, with potential as a slow mobility corridor and access route to the archaeological area. Currently, the canal banks are in poor condition, hindering both citizen use and mooring access.

The intervention aims to:

1. Improve safe and sustainable access to mooring points;
2. Create a safe pedestrian path parallel to the cycle route (under completion), linking the archaeological area with Trepalade.

This action is part of a broader strategy to reconnect cultural and natural landscapes, promote sustainable mobility, enhance water as ecological infrastructure, and improve the urban and touristic quality of the area.

### Action Owner

Reclamation Consortium

### Link to Strategic Objectives

- Enhance landscape as ecological, historical, and touristic infrastructure
- Improve sustainable mobility and access to key sites
- Redevelop public spaces and connections between archaeological and fluvial heritage
- Strengthen territorial resilience and accessibility of the water system

### Readiness of the Action

Initial design phase, with elements already defined in urban planning documents. Further development needed in synergy with technical bodies (e.g., Municipality, Superintendency, Region).

### Timeline

January 2026 – September 2027 (tentative)

### Finance and resources

### Main Stakeholders

#### Requested Budget

€250,000 – €400,000 depending on length and reinforcement techniques

#### Funding Sources

- ERDF structural funds
- PNRR urban regeneration
- Municipal co-funding
- Regional funds for sustainable mobility and waterways
- River Basin program agreements

#### Funding Status

Research and scouting underway

- Municipality of Quarto d'Altino
- Reclamation Consortium
- Veneto Region (environment and mobility departments) - Superintendency of Archaeology, Fine Arts and Landscape
- River-based tourism operators

<b>REDEVELOPMENT OF THE SILONCELLO CANAL BANKS</b>			
<b>Integration</b>			
<b>Type of integration</b>	<b>Approach to ensure the action will be integrated</b>		
<b>Sectoral Integration</b>	Environmental, landscape, mobility, tourism, and cultural impacts; integrated into spatial planning and hydraulic protection.		
<b>Horizontal Integration</b>	Public-public and public-private cooperation for joint design, maintenance, and activation.		
<b>Vertical Integration</b>	Coordination needed among Municipality, Region, State entities (Superintendency), and technical actors.		
<b>Territorial Integration</b>	Strategic for linking the town center, archaeological site, Civic Center, and cycle network.		
<b>Soft/Hard Investments</b>	Mostly hard (bank works, footpath, access points), complemented by soft actions (communication, signage, digital mapping).		
<b>Cross-cutting themes</b>			
<b>Theme</b>	<b>Implementation Approach</b>		
<b>Environment</b>	Enhances landscape and climate adaptation; improves sustainable water management.		
<b>Gender</b>	Designed with universal accessibility in mind.		
<b>Digital</b>	Potential integration with apps, AR/QR codes, and web-based interpretation tools.		
<b>Risks</b>			
<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation measures</b>
Low stakeholder motivation	Likely	Delays in construction	Early involvement of key bodies, shared technical planning
Rising costs	Possible	Risk of non-implementation	Phased lots, multi-source co-funding
Poor maintenance post-project	Possible	Degradation of pathway	Involve locals in care and monitoring
Conflict with unregulated uses	Possible	Obstructed public access	Shared regulation of spaces and uses
<b>Activities</b>			
<b>Activity</b>	<b>Date</b>	<b>Output</b>	<b>Issues</b>
Preliminary technical design	Jan – June 2026	Project outline with layout and access solutions	Alignment with regulations, constraints
Authorization process	June – Nov 2026	Official permits	Delays in approvals
Final/executive design	Sept – Nov 2026	Executable project with cost and schedule	Cost overruns, technical revisions
Tendering and award	Nov 2026 – Mar 2027	Contract with contractor	Legal issues, lack of bidders

<b>REDEVELOPMENT OF THE SILONCELLO CANAL BANKS</b>			
Construction	Apr – Sept 2027	Redeveloped banks and pedestrian path	Weather delays
Signage and lightweight structures	Apr – Sept 2027	Directional panels	Coordination with communication plan
Inauguration and communication launch	Oct 2027	Public event and social promotion	Community engagement
<b>Monitoring</b>			
<b>Indicator</b>	<b>Monitoring tool</b>	<b>Target</b>	
Length of banks redeveloped	Technical surveys	At least 75% of planned length completed	
Side footpath completed	Inspection and signage installed	Full pathway implementation	
Lightweight infrastructure installed	Photo documentation	Informational panels and materials installed	
<b>Results</b>			
<b>Indicator</b>	<b>Monitoring tool</b>	<b>Target</b>	
Increased canal usage	Pedestrian/cyclist counts	+30% users in first year	
Improved accessibility and safety	Surveys and feedback	High user satisfaction, fewer complaints	
Inclusion in slow tourism circuits	Tourism data, web stats	Listed on 2+ integrated platforms	

## COMMUNICATION PLAN FOR THE PROMOTION OF THE AREA

**Action Summary**

The territory of Altino, rich in environmental, landscape, archaeological, and cultural assets, is still relatively unknown to residents of the Venice metropolitan area and more broadly in the Veneto region. This action aims to build and strengthen the image of Altino through an integrated and progressive communication plan.

The plan will employ various tools and languages, combining already launched initiatives (e.g., signage and social media communication) with new public, cultural, and digital events, including:

1. Signposting of walking and cycling routes
2. Guided territorial explorations
3. Thematic film screenings
4. Public conferences and online talks
5. Extensive use of web, social media, and micro-campaigns
6. "Altino at Dawn" concerts as symbolic and identity-building events

Main goals: enhance Altino's visibility, improve the territory's reputation, promote a coherent and participatory narrative, attract new flows, and strengthen the local sense of belonging.

**Action Owner**

Municipality of Quarto d'Altino (in partnership with local stakeholders and ULG)

**Link to Strategic Objectives**

- Promote the identity and image of the Altino area
- Encourage conscious and sustainable enjoyment of natural and cultural resources
- Valorize historical and archaeological heritage in a contemporary way
- Stimulate active citizen participation in territorial promotion

**Readiness of the Action**

Some initiatives are already underway (e.g., signage, use of social media). Ready for a structured expansion thanks to active local stakeholder involvement.

**Timeline**

September 2025 – December 2027 (gradual development with key seasonal events and cultural anniversaries)

Finance and resources			Main Stakeholders
Requested Budget	Funding Sources	Funding Status	
Approx. €50,000 (preliminary estimate) for strategic communication,	- Municipal budget - EU funds (URBACT, ERDF, PNRR Culture)	Under definition and funding scouting phase	- Municipality of Quarto d'Altino - National Archaeological Museum of Altino - Cultural and environmental associations - Local tourism and hospitality operators

## COMMUNICATION PLAN FOR THE PROMOTION OF THE AREA

public events, media content, web, and print materials.	<ul style="list-style-type: none"> <li>- Private sponsorships</li> <li>- Partnerships with cultural foundations</li> <li>- Donations</li> </ul>		<ul style="list-style-type: none"> <li>- Media partners</li> <li>- Schools and academic institutions</li> <li>- Active citizens</li> </ul>
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### Integration

Type of integration	Approach to ensure the action will be integrated
<b>Sectoral Integration</b>	Action intersects cultural, environmental, educational, and tourism sectors. The territorial message will be built synergistically, avoiding fragmented narratives.
<b>Horizontal Integration</b>	Broad involvement of public, private, civic, and academic stakeholders in content design and dissemination.
<b>Vertical Integration</b>	Interaction with regional and national institutional bodies (e.g., Veneto Promozione, Regione Veneto, state cultural entities) to strengthen visibility and positioning.
<b>Territorial Integration</b>	Connection with nearby metropolitan cities (Venice, Mestre, Treviso), positioning Altino as a hub in a broader cultural and environmental network.
<b>Soft/Hard Investments</b>	Mainly soft (communication, events, digital content), with possible micro hard investments for temporary/permanent event equipment.

### Cross-cutting themes

Theme	Implementation Approach
<b>Environment</b>	The narrative will enhance landscapes, waterways, and slow mobility. Minimal environmental impact with positive effects on sustainability education
<b>Gender</b>	All activities will be accessible to diverse audiences by gender, age, and ability. Cultural programming will ensure inclusion and representation.
<b>Digital</b>	Extensive use of digital tools: social media, geolocated itineraries, multimedia content, platforms for online and streamed events.

### Risks

Risk	Probability	Impact	Mitigation measures
Limited message outreach	Possible	Low public impact	Involve professionals, targeted social media use, media partnerships
Event overlap	Possible	Confusion in programming	Coordination through shared calendar and governance
Resistance to unified narrative	Possible	Fragmented communication	Joint editorial work, common graphic and storytelling guidelines
Funding difficulties	Likely	Delays or scaled-down campaign	Fundraising strategy, partnerships with private and foundations

**COMMUNICATION PLAN FOR THE PROMOTION OF THE AREA**
**Activities**

Activity	Date	Output	Issues
Define communication strategy	Sept – Dec 2025	Shared strategic document (targets, messages, channels, formats)	Alignment among partners, risk of message duplication
Create visual identity and promo materials	Sept 2025 – Feb 2026	Logo, graphic layout, templates, brochures, panels, posters	Graphic consistency, communication impact, institutional style compliance
Launch signage of thematic routes	Dec 2025 – Feb 2026	Installation of explanatory signs and wayfinding	Permissions, vandalism, long-term readability
Plan cycle of territorial explorations	Jan – Sept 2026	Experiential events (walks, guided tours)	Low turnout, weather, organization issues
Thematic film screenings	Mar – Sept 2026	Screening of at least 3 documentaries on Altino and the landscape	Public engagement, need for suitable spaces
Public/online conferences	Mar – Sept 2026	At least 2 public meetings (in-person and online) with experts and citizens	Low participation, technical issues
Enhance social and digital channels	Oct 2025 – Jun 2027	Regular content posting (min. 2/month), increase followers	Declining interest, need for consistent management
Launch “Altino at Dawn” concerts	Summer 2026 & 2027 (June–July)	Two editions of outdoor concerts at dawn in iconic sites	Logistics, weather, coordination among local bodies
Monitor communication impact	Ongoing, with four-month focus	Reports on engagement, event attendance, online reach	Difficult measurement, lack of qualitative data

## COMMUNICATION PLAN FOR THE PROMOTION OF THE AREA

### Monitoring

Indicator	Monitoring tool	Target
Number of events	Internal reporting and accounting	At least 20 events by Dec 2027
Reach of digital content	Social/web platform insights	At least 100,000 total views
Participant numbers	Event registrations and counts	1,000 total participants across activities
Signage installed	Physical check / photo documentation	5 info panels on key itineraries and sites

### Results

Indicator	Monitoring tool	Target
Increase in Altino's public recognition	Before/after surveys	+10% metropolitan citizens who know Altino
Growth in website traffic	Website analytics	+30% annual unique users
Creation of an active community	Online engagement tracking	3,000 followers on dedicated social channels

PLACES, PEOPLE, STORIES Creativity and Technologies for Social and Environmental Transformation			
<p><b>Action Summary</b> This action aims to integrate the natural, environmental, and social dimensions of the territory through a humanistic approach based on culture, creativity, and technology. Through workshops involving young people (ages 11–25), creative professionals, and local communities, it seeks to explore places through the arts (sensorial theatre, visual arts, poetry, music) to spark transformative processes and rediscover sustainable lifestyles.</p> <p>Three main locations are involved:</p> <ul style="list-style-type: none"> <li>• The <b>Civic Centre of Altino</b> (lagoon area)</li> <li>• The <b>Service Centre</b> in the industrial area of Quarto d’Altino</li> <li>• The <b>Town Centre</b>, acting as the pivotal hub for activating social processes</li> </ul> <p>The activities will lead to artistic installations along a route that connects the town centre to Altino, promoting a symbolic and real journey towards a renewed relationship between the city, nature, and younger generations</p>		<p><b>Action Owner</b> Municipality of Quarto d’Altino (in partnership with local stakeholders and ULG)</p> <p><b>Link to Strategic Objectives</b> <b>B.</b> Promote conscious and sustainable lifestyles <b>C.</b> Foster social cohesion and participation through culture and creativity <b>F.</b> Enhance local historical and cultural memory and documentation <b>D.</b> Promote sustainable tourism <b>G.</b> Strengthen the cultural offering to valorise the territory</p> <p><b>Readiness of the Action</b> Early stage, with a defined concept and identified stakeholders; pilot testing phase is nearing completion.</p> <p><b>Timeline</b> 2026 – 2028</p>	
Finance and resources			Main Stakeholders
Requested Budget	Funding Sources	Funding Status	<ul style="list-style-type: none"> <li>- Municipality of Quarto d’Altino</li> <li>- Local schools</li> <li>- Youth groups and parishes</li> <li>- Creative and tech companies</li> <li>- Artists and cultural professionals</li> <li>- Local associations</li> <li>- Businesses from the industrial area</li> <li>- Local health system operators</li> </ul>
Approx. €200,000 (preliminary estimate)	<ul style="list-style-type: none"> <li>- European funds for culture, social innovation, and youth (e.g. Erasmus+, Creative Europe)</li> <li>- Municipal co-financing</li> </ul>	In the definition phase and actively scouting for funding	

PLACES, PEOPLE, STORIES Creativity and Technologies for Social and Environmental Transformation			
	- Private foundations (e.g. Fondazione Venezia) - Local business sponsorships (CSR)		
Integration			
Type of integration	Approach to ensure the action will be integrated		
<b>Sectoral Integration</b>	Cross-cutting action involving education, culture, social cohesion, technology, and environment.		
<b>Horizontal Integration</b>	Public-private collaboration and direct involvement of youth communities and creative professionals.		
<b>Vertical Integration</b>	Requires synergy among the Municipality, schools, cultural organisations, tech companies, and European institutional partners.		
<b>Territorial Integration</b>	Connects the urban centre, the industrial area, and the lagoon landscape of Altino. Encourages both internal cohesion and external attractiveness.		
<b>Soft/Hard Investments</b>	<b>Mainly soft:</b> educational activities, creative workshops, multimedia content, temporary installations, communication materias. <b>Hard complements:</b> possible light urban furniture interventions, permanent or semi-permanent artistic installations		
Cross-cutting themes			
Theme	Implementation Approach		
<b>Environment</b>	Education for sustainability, valorisation of nature, renewed city-nature relationships		
<b>Gender</b>	Intergenerational inclusion, equal access to expressive languages and community spaces		
<b>Digital</b>	Use of creative technologies for storytelling, augmented reality, content production, and digital memory archives		
Risks			
Risk	Probability	Impact	Mitigation measures
Limited engagement from local youth institutions	Possible	Lower community impact	Close work with schools, parishes, associations, and local institutions
Lack of local technical/artistic expertise	Possible	Lower quality of productions	Activation of regional/national networks and ad hoc training
Coordination complexity	Possible	Delays in implementation	Shared project management, fixed calendar of activities

<b>PLACES, PEOPLE, STORIES</b> <b>Creativity and Technologies for Social and Environmental Transformation</b>			
Limited post-project sustainability	Likely	Discontinuity over time	Co-design with stakeholders and institutionalisation of activities
Activities			
Activity	Date	Output	Issues
Co-design with schools and communities	Jan – Apr 2026	Annual workshop programme and mapping of locations	Finding facilitators and suitable spaces
Launch of creative and tech labs	Apr – Dec 2026	Ongoing weekly activities	Logistics and attendance
Territorial research, interviews on memory and history	Summer 2026 – Winter 2027	Collection and creative processing of stories for a public archive	PEngaging elderly, adult, and youth populations, including marginalised groups
Creation of artistic content (installations, performances, podcasts)	Jan – Jun 2027	Co-created creative and digital outputs	Integration of diverse languages and creative experiences
Setup of installations and sensory route	Summer 2027	Immersive and narrative route in transformed places	Permits and maintenance
Final public event and promotional campaign	Autumn 2027 – Spring 2028	Local creative festival and promotion	Visibility, ensuring annual continuity
Monitoring			
Indicator	Monitoring tool	Target	
Number of workshops activated	Educational activity reports	At least 20 sessions	
Youth participants (ages 11–25)	Attendance records	At least 150 young people	
Creative outputs produced	Collection of physical/digital materials	Min. 5 installations and 10 digital contents	
Visits and interactions with artworks/installations	Surveys and feedback	1,000 visitors/users onsite and online	

<b>PLACES, PEOPLE, STORIES</b> <b>Creativity and Technologies for Social and Environmental Transformation</b>		
<b>Results</b>		
<b>Indicator</b>	<b>Monitoring tool</b>	<b>Target</b>
Strengthened youth and community cohesion	Post-activity surveys and focus groups	At least 70% of participants report increased sense of belonging and participation
Rediscovery of places, new narratives and experiences	Qualitative analysis of produced content	At least 8–10 multimedia stories published (videos, audio, texts) on digital platforms
Activation of new cultural and creative formats	Monitoring of post-project activities	At least 2 formats replicated within 12 months of completion
Valorisation of local memory and tourism promotion	Platform and operator data	At least 1,500 digital views and 30 documented physical interactions (visits, QR codes, events)

## 7. Implementation framework

### 7.1. Governance

The *Green & Smart Altinum Hub* project, as outlined in this Integrated Action Plan (IAP), represents an initiative for urban regeneration and social innovation that is structured as an integrated system of actions, partnerships, and tools. The governance of its implementation is based on a structure already established through municipal projects and external funding sources (regional, national, and PNRR transfers), and will be further strengthened through the creation of a municipal steering committee with technical-administrative coordination and strategic monitoring functions.

This steering committee will be composed of members of the Municipal Administration (directors and officials from the relevant departments: urban planning, public works, environment, social services, and culture), supported where necessary by external experts engaged through funded projects (PNRR, ERDF, FSC), and by representatives of the partner organizations already involved in the co-design phase. The committee will be formalized through an administrative act and will be responsible for:

- Ensuring coherence between the different actions of the Plan and other municipal planning and strategic instruments (Municipal

Planning Document, Mayor's Policy Document, Sustainable Urban Mobility Plan – SUMP, SEAP, SECAP);

- Overseeing the integration between funding sources and the various levels of government (municipal, regional, national, European);
- Coordinating relationships with local stakeholders, particularly through regular meetings of the URBACT Local Group (ULG);
- Ensuring operational continuity over time, even in the event of political or administrative turnover.

The IAP governance is designed to be flexible: on one hand, it ensures strong institutional oversight, and on the other, it enhances the role of local networks, associations, and businesses that contribute tangibly to the vitality of the project. One of the main goals is the potential outsourcing of the future Altinum Hub's management to a dedicated entity—public-private or social partnership—to ensure management autonomy and long-term economic sustainability.

In the meantime, and pending the full launch of the activities planned for the 2025–2029 period, the Municipal Administration is preparing a preliminary set of rules for the temporary use of the spaces (e.g., functional use of the civic center, cultural and social experiments), to immediately activate some of the planned functions and maintain public interest in the project.

## 7.2. Continuous Stakeholder Involvement

The participatory development of the Plan—conducted through the ULG and local workshops—has generated a valuable social capital made up of relationships, skills, and shared planning efforts. Stakeholder involvement in the implementation phase is therefore not only a good practice but a fundamental lever for the overall success of the IAP.

In addition to continuing the work of the ULG—which will remain a consultative and propositional forum, with meetings dedicated to updates and discussions on the Plan's progress—more operational and specific engagement tools will be activated, including:

- The creation of thematic working groups focused on the four areas of intervention (accessibility, social innovation, environmental enhancement, and cultural activation), building on the subgroups already developed within the ULG;
- A series of participatory events (open days, workshops, urban walks, children's and youth labs, calls for ideas);
- The experimentation of an *Altinum Lab* in the identified spaces (also the subject of testing actions), in collaboration with educational

- institutions, to collect visions and ideas from younger generations about the future of the civic center and the city of Quarto d'Altino;
- The creation of a "community of change" around the future Hub, through a program of micro-projects and micro-grants for associations, active citizens, and small local businesses.



*Figure 9 A meeting finale, presenting the implementation framework to citizens and promoting the GreenHub area with a gig at the dusk*

Particular attention will be paid to involving underrepresented groups, such as youth, isolated elderly, struggling families, and new communities. The aim is not only to inform, but to foster civic activation, shared responsibility, and local ownership.

To provide structure and continuity to this engagement, a *Collaboration Pact* inspired by the principles of Shared Administration will be established. This will regulate forms of co-management and civic stewardship of the new Altinum Hub's spaces and activities, making stakeholder involvement an integral part of the Plan's social sustainability strategy.

### 7.3. Financing Approach

The realization of the *Green & Smart Altinum Hub* is based on an integrated funding logic, combining public and private resources within a coherent and progressive framework.

The project stems from a systemic vision interweaving urban regeneration, social innovation, and environmental enhancement. As such, it requires a variety of funding sources capable of supporting both tangible works and intangible, managerial, and participatory activities.

#### **Already available resources.**

The Municipality of Quarto d'Altino has secured resources from national and regional programs, particularly those focused on urban regeneration and the ecological and digital transition. Some of the IAP actions build on these existing projects, enhancing their impact through an integrated perspective.

#### **Resources to activate in the short term.**

At the same time, the Municipality will need to systematically monitor and apply for key regional, national, and European calls, including:

- **ERDF Veneto 2021–2027**, especially on axes related to urban regeneration, circular economy, and cultural heritage enhancement;
- **ESF+**, for supporting social inclusion, training, and local employment activation;
- **GAL Eastern Veneto programs**, for integrated rural development, slow tourism, and environmental enhancement;
- **Italy–Slovenia INTERREG** and other territorial cooperation programs, for actions linked to the enhancement of archaeological and natural heritage;
- **National calls for culture and sport** (MIC, Sport e Salute), to support new cultural functions for the Hub;
- **Bank foundations and corporate philanthropy**, for micro-projects with educational, social, or environmental goals.

#### **Mid-to-long-term resources.**

A major challenge will be ensuring the future Altinum Hub's financial sustainability. To this end, the Municipality is considering several options:

- Management assignment to a mixed public-private entity via agreements or public-private partnerships (PPP);
- Establishment of a dedicated association or foundation involving local stakeholders;

- Parallel implementation of the "energy community" model to generate savings from renewable energy, reinvested in space management;
- Activation of co-funding systems through membership fees, sponsorships, crowdfunding, or participatory calls targeting citizens and businesses.

The municipal steering committee will oversee regular fundraising and project scouting activities, also leveraging external expertise and established collaboration networks. A priority will be the ability to build credible and scalable "project packages" that can attract modular and progressive public and private investments.

## 7.4. Monitoring and Reporting

The monitoring system for the Integrated Action Plan will be designed to ensure transparency, learning, and adaptability. Monitoring will go beyond a mere bureaucratic reporting of completed activities and become a strategic tool for governance and community dialogue.

To this end, two types of indicators will be defined:

- **Output indicators**, related to the physical and quantitative implementation of actions (e.g., square meters redeveloped, number of events held, public opening hours);
- **Outcome indicators**, aimed at measuring changes in the local context (e.g., increased use of spaces, local employment growth, inclusion of vulnerable groups, rise in sustainable behaviors).

An initial set of indicators is already presented in Chapter 5, in line with the specific objectives and actions. This will be updated and refined during the Plan's first implementation phase, in collaboration with stakeholders and possibly with support from impact evaluation experts.

Monitoring will occur on three main levels:

1. **Internal monitoring** by the steering committee, including updates on Plan progress, budget, timeline, issues, and milestones;
2. **Participatory monitoring** through public events (assemblies, digital forums) and suitable consultation tools;
3. **External reporting**, with the publication of an Implementation Report at least on the municipal website and through institutional and social channels, possibly in infographic form.

Finally, forms of **social and environmental impact assessment** will be considered, using qualitative indicators, case studies, interviews, and narrative analyses to reflect the project's transformative dimension on the community and territory.

## 7.5. Monitoring of Short-Term Objectives

To ensure the effective implementation of the *Green & Smart Altinum Hub*, monitoring will be supported by a set of indicators linked to the short-term objectives defined in Chapter 5. These indicators provide an initial framework to assess early progress and guide any necessary adjustments. These are dynamic indicators and will be adapted over time based on context and implementation strategies.

Specific Objective (Ch. 5)	Indicator	Notes
1.1 – Redevelop the civic center as a multifunctional space	Redeveloped surface area (m <sup>2</sup> ) for social, cultural, or educational uses	Data collected post-construction, based on the executive project
1.2 – Improve building energy efficiency	Estimated reduction in primary energy demand (kWh/m <sup>2</sup> /year); % of energy from renewables	Assessment possible through certifications and energy audits
2.1 – Improve connection between town center and Hub area	Number of new pedestrian/cycling connections; total length (m) of accessible routes	Indicators linked to soft mobility and physical accessibility
2.2 – Promote digital access to the area	Number of active public Wi-Fi hotspots; coverage level (Mbps)	Measurement through technical post-installation checks
3.1 – Enhance archaeological and environmental heritage	Number of archaeological elements made accessible; installed interpretive signage	Includes both physical works and communication tools
3.2 – Strengthen the Hub's identity as a slow tourism destination	Number of thematic trails created; number of events/walks promoted	Assesses both tourism use and cultural animation
4.1 – Actively involve youth and vulnerable groups	Number of activities/formats targeting youth/families/vulnerable groups	Outputs tracked through participation records and reports
4.2 – Build a stable network of local stakeholders	Number of stakeholders involved; number of co-designed meetings/activities	Quantitative and qualitative network monitoring
5.1 – Define a sustainable management model for the Hub	Management model approved by the Administration; legal form defined	Yes/No indicators with clear milestones (e.g., resolutions, agreements)
5.2 – Launch economic and creative activities in the Hub	Number of temporary activities hosted; sector diversity (culture, crafts, services)	Indicators to test vitality and versatility before full opening

The indicator system will be accompanied by action-specific monitoring sheets, managed by the steering committee and regularly updated. The approach will be flexible and adaptive, enabling the correction of critical issues and the capitalization of successes.

## 7.6. Risk Management

The implementation of the *Green & Smart Altinum Hub*, like any complex and multi-dimensional project, entails certain key risks that could delay, hinder, or alter its intended trajectory. This section identifies the most relevant strategic risks and outlines preventive or mitigating measures as part of a proactive management approach.

### **Risk 1: Lack of staff dedicated to project management**

Many activities—especially coordination, communication, and local network management—require dedicated professionals. Without strengthening the municipal workforce or involving external support, implementation capacity may be seriously compromised.

- *Mitigation:* Apply for regional/EU funding to support human resources; activate internships, university collaborations, or professional co-working schemes.

### **Risk 2: Delays in construction and infrastructure works**

Redevelopment and environmental works require technical timelines, permits, and resources that may face delays. Any slippage impacts other related actions.

- *Mitigation:* Realistic planning of execution phases; early start of project design stages; use of framework agreements and partnerships to speed up spending.

### **Risk 3: Low citizen participation**

The project's success heavily relies on real community involvement. Low engagement may result in detachment and a lack of identity around the Hub.

- *Mitigation:* Design inclusive, flexible participation formats suitable for different audiences; activate widespread, multi-channel communication.

### **Risk 4: Difficulty securing operational funds**

Even if initial funding covers construction, long-term management could

be costly. There's a risk of a "completed but closed" Hub due to lack of management resources.

- *Mitigation:* Build a mixed economic model (public–private–community); activate self-financing channels and paid services.

### **Risk 5: Political or administrative uncertainty**

The project spans a period that could involve political or administrative change. Discontinuity may compromise the Municipality's commitment or delay activities.

- *Mitigation:* Formalize actions (resolutions, agreements, protocols); involve stable external stakeholders capable of ensuring continuity and local stewardship.



*Figure 10 Evaluating risks & future plans as a meaningful activity to finalize the LAP*

## 8. Conclusions

The drafting of the Integrated Action Plan (IAP) of Quarto d'Altino represents a crucial step in a journey that began two years ago with the European URBACT GreenPlace project.

During this period, the city has been able to take on the challenges posed by the project, turning them into an opportunity for shared reflection and experimentation on the future of its territory.

The work carried out has led to the definition of a strategy built around a clear and ambitious objective: to relaunch Altino as a place of identity, innovation, and social cohesion, starting from the recovery of the Civic Center and the enhancement of the historical, cultural, and environmental resources that characterize this area.

The construction of the Plan has been made possible thanks to the contribution of the Urban Local Group (ULG), which played a decisive role in shaping and substantiating the proposals. In a complex context, marked by limited resources and tight deadlines, the ULG has provided the space where the municipality, associations, citizens, businesses, and educational institutions could meet, engage in dialogue, and define a shared vision. The experience has confirmed how complex yet precious the work of social cohesion is: giving voice to diverse actors, each with different expectations and priorities, is never simple, but it forms the foundation of truly shared and sustainable urban regeneration.

The actions identified in the IAP reflect this logic: from the creation of a territorial communication plan, to the reactivation of the Civic Center as a green hub between land and water, to the experimentation with forms of co-management and shared maintenance of spaces. These are not merely isolated interventions, but part of a process that aims to consolidate itself over time through participatory governance tools, with the goal of making permanent the experience launched with the ULG.

Throughout this journey, Quarto d'Altino has greatly benefited from exchanges with European partner cities within the GreenPlace network. The sharing of experiences and methodologies has enriched the local approach, helped contextualize the challenges addressed, and supported the identification of replicable solutions tailored to the Altino context. Dialogue with partners has further confirmed that the regeneration of "forgotten" urban spaces can become a powerful driver of civic innovation,

provided it is accompanied by tools for active participation and by a clear perspective of sustainability.

Looking ahead, the Plan identifies a series of strategic steps: from securing financial resources for implementation, to defining a stable model of governance; from activating forms of slow and cultural tourism, to strengthening ties with the associative fabric and with younger generations. These elements demonstrate that the true value of the project does not lie only in its material objectives, but also in its ability to build social capital and mutual trust between institutions and the community.

The IAP of Quarto d'Altino should not be read as a "closed" document, but as an open and dynamic process that sets out guidelines and priority actions while leaving space for adaptation and innovation. Its strength lies in the method adopted: combining political vision, technical expertise, and civic participation to regenerate places and strengthen communities.

This is the true legacy that the GreenPlace project leaves to the city: the awareness that regeneration does not only mean recovering physical spaces, but above all promoting cohesion, identity, and resilience to face the challenges of the present and the future.