



ACCESS2MOUNTAIN

**Sustainable Mobility and Tourism in Sensitive Areas of the
Alps and the Carpathians:**

FINAL SYNTHESIS IN THE FIELD OF MULTIMODAL TRANSPORT IN TOURISM

Final Good-Practice Collection

Work Package 5 | Act. 5.4

All project partners

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SUMMARY

ACCESS2MOUNTAIN aims at analyzing appropriate conditions to increase the perception for and accessibility of mountain regions in the Alps and the Carpathians by sustainable transport. The main goal of this synthesis report on multimodal transport of the work package 5 (or final good practice collection) is to highlight the project activities and the lessons learned. A lookback on the successful implemented projects in the pilot areas guideline is aspired in order to give a good perspective for future project implementation.

The collection of good-practices in the field of multimodal transport prepared in the year 2012 is reconsidered by looking at categorization and success factors. The external good practice examples are matched with the internal experiences and findings gained as a result of the activities developed within work package 5 (pilot projects and activities, etc.). The pilot activities in the field of multimodal transport are evaluated within this report by interrogating feedback, outlook and lessons learned from the executing actors.

The recommendations from stakeholders and actors for the implementation of sustainable mobility concepts in tourism and transport close the report giving an insight into project work. The aim was to propose recommendations for follow-up projects and long-term implementation on the regional, national, and transnational level which were as well generated out of surveying the project managers and participating actors. On each of the mentioned levels the project partners and actors gave recommendations which were summarized into general statements valid for a broad range of future project implementers and stakeholders as well as to all people working in project management within transport and tourism.

The successful activities within the work package 5 in the project ACCESS2MOUNTAIN acts as good-practice for the practical implementation of projects and the report can act as a help for a successful implementation of mobility projects for future implementers. Most of the implemented activities do have active future plans, which is a fact underlining their success so far and plan to expand the offer.

1 INTRODUCTION

1.1 Background

The most common mode of transport to tourism destinations in the mountains is individual motorcar traffic, causing disturbances and damage in these sensitive areas – such as noise, emissions or soil sealing. Experiences of mismanagement abound and proof that regions shall aim towards environmental sensitive tourism development with best mobility solutions; to protect the environment, avoiding conflicts on land use and noise exposure. Thereby either already existing traffic flows have to be steered and/or tourism shall be attracted to regions by means of innovative transport solutions, creating income and employment.

But in many mountain regions there is a lack of awareness and knowledge on how to avoid, respectively steer individual motorized traffic and offer attractive public transport instead. This results in missing offers that allow or attract tourists to travel to, in or around regions by sustainable means of transport. Not for all regions, rail infrastructure exists, or there are connection gaps between the infrastructures. Additional modes of sustainable transport have to be used to get tourists where they want to go. Sometimes public transport bus services are in place, though most are struggling for economic survival with deteriorating infrastructure and connections for tourism transport – both to the regions as within the regions (e.g. on weekends or school holidays). In other cases there exists a basic need for better information and coordination of means for public transport, also between tourism source regions and destinations.

Based on these identified lacks and gaps, the work package 5 in a first step deals with common learning based on some existing good-practices. This provides the knowledge and the visions for the different pilot activities in the regions.

We should understand that 50 to 75 percent of environmental impacts of tourism are caused by transport (Peeters et. al, 2004). Action needs to be taken now

- to improve access by railways and public transport;
- to combine long distance travelling with regional and local services for the last mile in the region and municipality;
- to improve access for cyclists and pedestrians;
- to create high quality packages of soft mobility and tourism offers;
- to promote alternative vehicles and technologies (e.g. e-mobility) and
- to raise awareness for environmentally friendly tourism and mobility.

Against this background, EURAC research¹ finalized a good-practice collection on multimodal transport to provide project partners and actors in tourism and transport with an overview of innovative and sustainable approaches to multimodal transport and soft mobility and to show how they can be adapted to the context of regions, which aim at starting comparable initiatives.

Project partners then started setting up pilot projects in the framework of ACCESS2MOUNTAIN to improve the access to tourist areas and to foster sustainable local transport and mobility at destinations in the Alps and the Carpathians. Inspiration for these pilot area projects partially came from the good-practice collection in multimodal transport (www.ACCESS2MOUNTAIN.eu/en/downloads/studies). **Figure 1** gives an impression of the territory covered by the study in six categories, giving an overview of the investigated area.

Now, we take a second look at the good-practice collection and the incentives they possibly provided as well as the implemented projects in the pilot regions to present the activities synthetically.

This synthesis includes the good-practice examples previously examined, matched with the internal experiences and results gained during the developed activities of work package 5. These results will be also integrated in work package 7, dealing with policy development and cooperation.

¹ Institute for Regional Development and Location Management at EURAC research, Bolzano/Italy

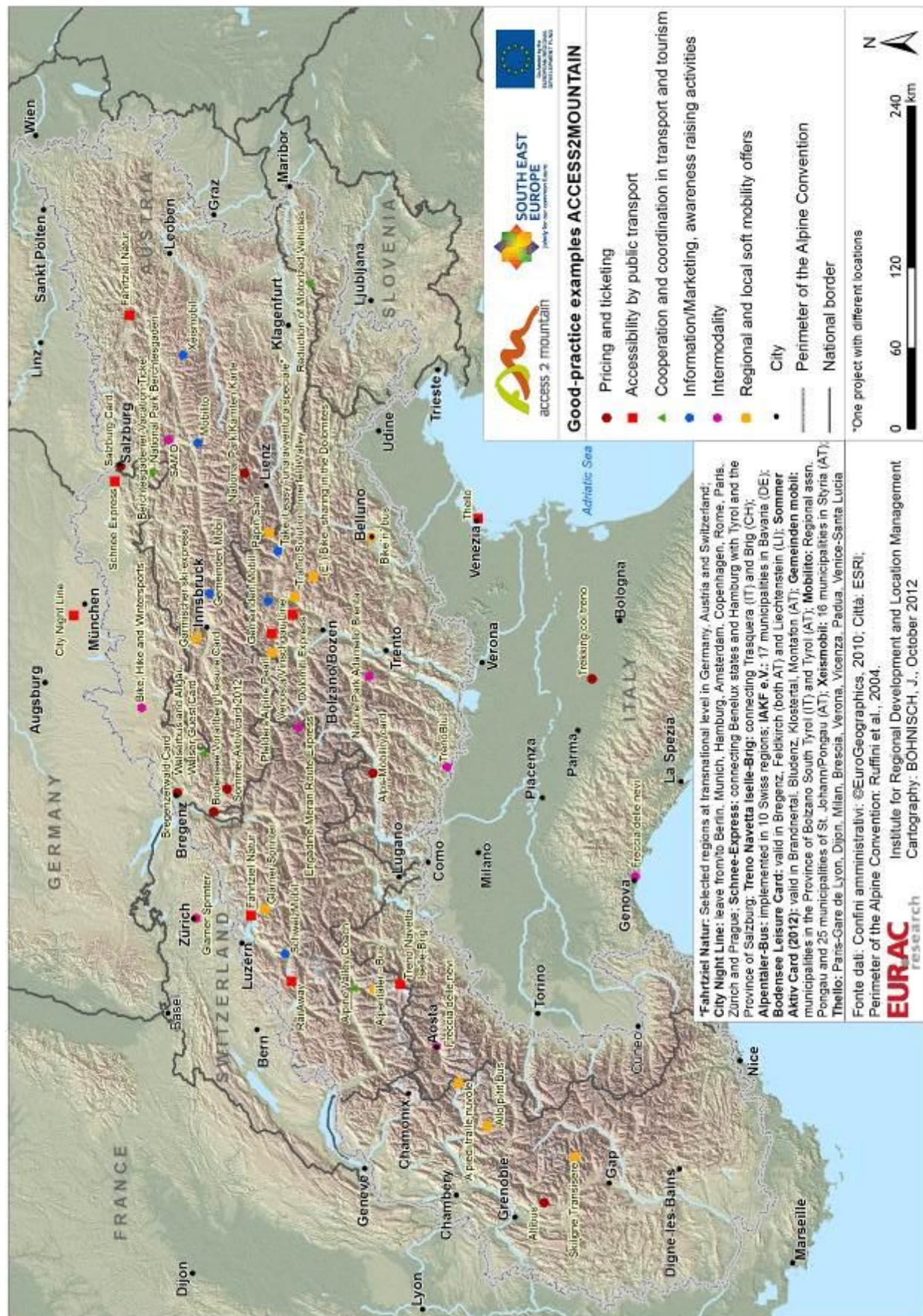


Figure 1: Collected good-practice examples

1.2 Objectives and Approach

This synthesis focuses on the outputs and results of the pilot activities carried out in the model regions in the context of multimodal transport. Which experiences did the project partners gain in planning and implementing their projects? Which lessons did they draw from it for future initiatives? To answer these questions, this synthesis report evaluates the pilot activities and reconsiders the collection of good-practices prepared in 2012 with the aim of proposing recommendations for follow-up projects and long-term implementation on the regional, national, and transnational level.

This synthesis report contributes to highlighting the overall project achievements, and at the same time singles out possible shortcomings to be considered in the future by follow-up activities.

The synthesis report picks up where the good-practice collection left off (**Figure 2**). It focuses on the pilot area activities, looks at what has been done and learned in the model regions. It moreover compares the experiences made with the results of the good-practice study, the identified success factors and suggestions. The report concludes with proposing recommendations for follow-up activities and long-term implementation.

To this end, the project partners give an overview over their regions and projects. A short description introduces the overall concept for the pilot region and explains how the single activities carried out fit into it. The partners also list the major challenges faced by their region and the lessons learned in the course of the realization. An indication is given regarding which good-practice example was consulted for inspiration/reference.

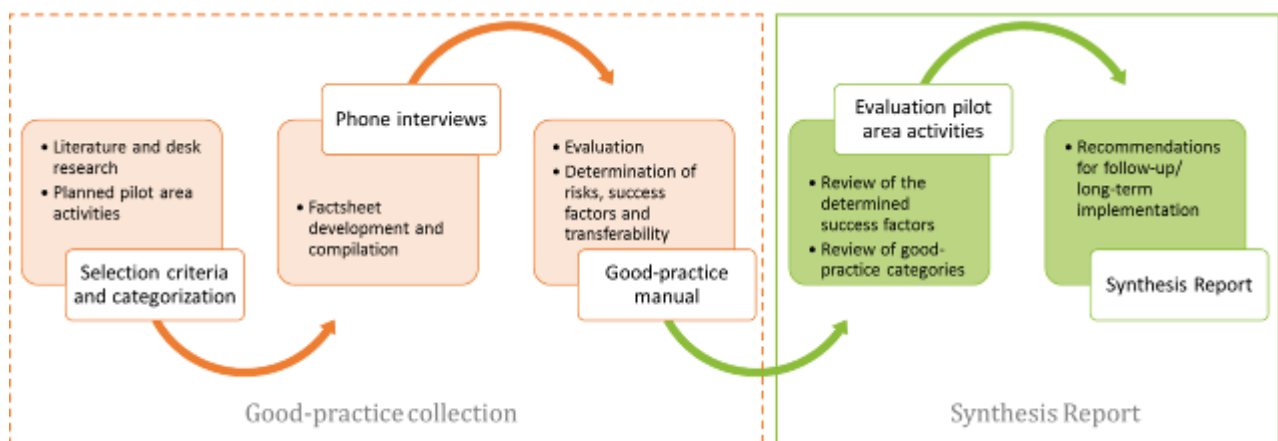


Figure 2: Approach to the good-practice collection (steps 1-3) and to the evaluation/synthesis (steps 4-5)

In the Application Form of the ACCESS2MOUNTAIN project exists a very strict separation of the good-practice collection on railways in tourism (work package 4) and the one on multimodal transport. In reality, this separation cannot be made. A lot of examples or categories overlap in various fields. Examples are bicycles transported on a train or the category „pricing and ticketing“.

2 REVIEW OF THE GOOD-PRACTICE COLLECTION IN THE FIELD OF MULTIMODAL TRANSPORT

It is assumed that projects on the basis of the examined good practice examples can be implemented in a comparably successful way if the combination of several factors in a region, like actors and several economic and social components reinforce one another. Implementing a project similar to the good-practice examples with all their peculiarities one-to-one in another region is nearly impossible because every country, region and location has its own characteristics to be considered.

Nevertheless, many lessons are to be learned, which can be taken into consideration when planning an innovative project in a pilot region. It has been shown that activities can also extend over the time, planned as a single, simple and short activity can extend to become a huge project. The following chapter derives from the good practice collection in multimodal transport (2012).

2.1 Categorization

In the present good-practice collection for multimodal transport, the selected examples were clustered in six categories (divided into one-four sub-categories) according to the needs of the project, i.e. based on the planned pilot activities of the partners (**Figure 3**). The identification of suitable practice examples was an issue, which the project partners and stakeholders in the pilot areas were trying to solve. In the final phase of the project (2013/2014), the partnership has taken a second look at the collection of good-practices to re-evaluate the proposed categorization of examples. In retrospect, more generous and more general categories, which would be broader, could have been defined, based on the fact that one project can mostly not be related to only one category and thus overlaps with other categories. Nevertheless, the categories are shortly described and significant examples are shown in the following paragraphs (two per category).



Figure 3: Categorization of good-practices in multimodal transport

2.1.1 Accessibility by public transport (overall ten examples)

Central to this category is how to arrive at and how to move around in an environmentally sensitive destination with different modes of transport.

The ten examples analyzed deal with connecting different areas or regions, mainly to improve accessibility against the background of sustainable transport. The collection contains examples of the following sub-categories:

- (Trans-)national long distance trains, night trains (3)
- Seasonal Train connection (3)
- Regional and national train and bus connection, direct train connection (4)

Four examples additionally belong to the category **2.1.3 Intermodality** and can be found in the sub-categories *connection between train and local public transport* and *service at the railway station*. Here the connection between different categories can clearly be made and these examples show that one project can mostly not be related to only one category.



Dolomiti Express²

Cooperation between cabin lifts and railway operators to facilitate the arrival by public transport



Venosta/Vinschgau Line³

Regional hourly trains from Malles to Merano (Italy) stopping at all stations.

2.1.2 Regional and local soft mobility offers (eleven examples)

This category focuses on examples on how users of public transport can move within the region feeling that they are being well informed and looked after for a car-free holiday.

This category contains good-practices on regional transport offers promoting car-free tourism. The collection contains examples of the following sub-categories:

- Transport offers (8)
- Biking/MB trails (3)

One example additionally falls into the category **2.1.6 Information/marketing and awareness raising activities** (sub-category *awareness raising activities*). Thus, also here an overlapping of categories occurs.

² Picture source: <http://www.valdisole.net/IT/Dolomiti-Express>

³ Picture source: <http://www.vinschgauerbahn.it/en/554.asp>



Alpine Pearl Pfelders⁴

Innovative mobility ideas/transport offers were implemented to ensure that guests experience a stress-free holiday in the Texelgruppe Nature Park.



Glarner Sprinter⁵

A railway connection from Zürich to the tourist region of Glarus in less than one hour.

2.1.3 Intermodality (eleven examples)

This category covers good-practices on how public and tourists transport are coordinated and synchronized to provide intermodal links between the railway station and the final destination/accommodation.

The collection contains examples of the following sub-categories (three projects can be assigned to more than one sub-category):

- Connection between public transport and final destination/accommodation (last mile) (3)
- Service at the railway station (4)
- Connection between public transport and ski resort (2)
- Connection between train and local public transport (2)

The category *Intermodality* is very widespread since there is an overlapping in the categories. Probably, the individual practices (projects) could have been split up and integrated into the other categories to achieve a more realistic representation.

⁴ Picture source: <http://www.pfelders.info/it/plan-nella-val-passiria/Mobilità-dolce-a-Plan-news-129551-1.asp>

⁵ Picture source: www.sbb.ch/sbb-konzern/sbb-als-geschaeftpartnerin/kantone/regionalverkehr/ostschweiz/glarnersprinter.html



Suburban railway to reach the next ski slopes⁶

Due to a direct suburban railway connection from Zurich to Unterterzen, the tourist region Flumserberg is the first Swiss skiing area with a suburban railway connection.



Engadine – Meran Route Express⁷

To mark the re-opening of the Venosta Valley railway, the Zernez-Münster/Müstair (CH) postal bus service was extended to provide an hourly connection to Malles (IT) through the Ofenpass.

2.1.4 Pricing and ticketing (nine examples)

Good-practice examples in this category deal with how to combine transport and tourism sights with a coordinated pricing and ticketing system and attractive special offers.

The collection contains examples of the following sub-categories:

- Special tourist cards (4)
- All-inclusive cards (4)
- Pricing of seasonal direct train connection (1)

One example additionally falls into the category **2.1.1 Accessibility by public transport** (sub-category *seasonal and direct train connections*).



⁶ Picture source: www.flumserberg.ch/winter/en/region/anreise/bahn.htm

⁷ Picture source: <http://www.autopostale.ch/en>

Salzburg Card⁸

The Salzburg all-inclusive card offers free entrance to museums, free use of public transport service as well as the use of the Salzach-ship and the “Untersberg” train.

Nationalpark Kärnten Card⁹

In a network, tourism associations together with various service providers developed a financing mechanism for a card functioning as ticket for the regional and local public transport, as entrance ticket or voucher.

2.1.5 Cooperation and coordination in transport and tourism (six examples)

This category deals with good-practices on how to improve the system of integrated/all-inclusive packages providing a combination of public transport and tourist offers at a destination.

The collection contains examples of the following sub-categories:

- Transport offer (4)
- Tourism and transport packages (1)
- Integrated/All-inclusive packages (1)



Walserbus and Allgäu Walser Guest Card¹⁰

Five different bus lines pass through the valley area and operate a number of secondary lines in the suburbs as well.



Alpine Valley Coach¹¹

An action to support public coach services to and in rural alpine regions. The frequencies of the buses were adjusted to meet the tourists' increasing demand.

⁸ Picture source: http://www.salzburg.info/de/sehenswertes/salzburg_card

⁹ Picture source: www.nationalpark-hohetauern.at

¹⁰ Picture source: <http://www.kleinwalsertal.com/aktuell/walserbus.htm>

¹¹ Picture source: Moosalp - Moorlandschaft © Peter Salzmann, Viège

2.1.6 Information/marketing and awareness raising activities (seven examples)

The focus of this category is on public relations and marketing measures (on location as well as via online sources) aimed at informing tourists about and motivating them to choose the existing public transport offer over motorized individual traffic. The sub-categories in this chapter go along with important factors that need to be considered in terms of additional information.

The examples show how to offer detailed information on transport services provided by transport operators but also by local institutions at the resorts; local public transport services in the resort, about services during the trip or about the services at the intermodal nodes.

The collection contains examples of the following sub-categories:

- Awareness raising activities (1)
- Awareness raising campaign (2)
- Information in the resort (1)
- Mobility information (center or platform) (3)



Schweiz Mobil (App)¹²

An online platform providing various mobility packages, car rental services, lodging, luggage transport services.



Mobilito¹³

Provision of public transport management and different kind of integrated tickets for tourists (train & bus + games, zoo, bike, etc.).

¹² Picture source: <http://www.schweizmobil.org/web/schweizmobil/de/home.html>

¹³ Picture source: http://www.ve-design.net/Mobilito_CMS/neuigkeiten.php

2.2 Success Factors

Out of the good-practice collection for multimodal transport, several success factors for implementation of projects have been identified (see **Figure 4**). These success factors have been confirmed and further developed in the course of the project, as described in the following paragraphs.

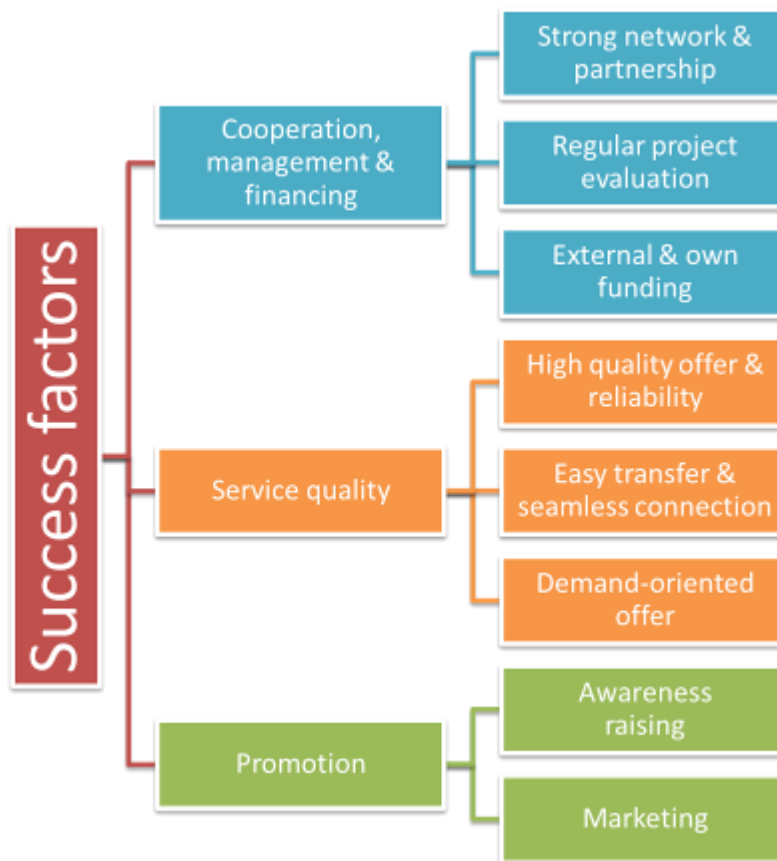


Figure 4: Overview of the success factors for multimodal transport solutions

2.2.1 Cooperation, management & financing

Decisive keywords for success are “Work together!”. Out of the experiences in implementation of actions, especially in terms of multimodal transport, experience has shown that working together is a major success factor. Summarized, the following bullet points can be considered as a part of that success:

- Leadership, vision and commitment from the heads of the project.
- Proactive partners with shared interests.
- Strong network and cooperation.
- Evaluate and adapt the project regularly.
- Create long-term solutions with a secured financial structure.
- Try to not be dependent on just one financial source.
- Adapt the cost structure to the target group and the offered service

2.2.2 Service Quality

Quality and reliability play a central role in the implementation of projects. This has been proved within the research on both good-practice collections and the experience of actors in the project. The key statement is: “Be authentic and excellent!” This means that it is important to create simple, comprehensive offers with seamless connections and to provide local solutions to fit local circumstances. “Use what’s there!” is a key phrase for success, expressing that it is important to profit from existing structures.

- Use and combine existing structures of transportation in the region.
- Reuse dismissed structures (railway lines, cable cars, etc.).

2.2.3 Promotion

Awareness raising and marketing are central parts of promotion, and to “promote wisely” can be a main factor of success for a project. Experience shows that the following key statements represent useful and applicable advice for a successful project implementation:

- Early and continuous engagement of stakeholders.
- Involve the community at all project stages to create shared responsibility and ownership.
- Get an overview of the market situation (competitors, potential strategic partners).
- Define the target group(s): who is your potential passenger (customer)?
- Promote your offers with innovative marketing to make people fans of your project!

3 PILOT AREA ACTIVITIES IN THE FIELD OF MULTIMODAL TRANSPORT

The present chapter links the good-practice examples described in the good-practice collection for multimodal transport (2012) with the pilot areas and pilot activities.

The following table shows the matching and assignment of the elaborated good-practice examples with the planned projects of the pilot areas. The pilot area activities in **Table 1** are related to the categories of the good-practice examples (all except for one category¹⁴) in order to give an inspiration for pilot area activities to the project partners.

Table 1: Inspiration for pilot area activities: matching planned projects with good-practices

Pilot area/ project partner	Selected objective (according to AF)	Categories				
		(1) ¹⁵	(2)	(3)	(4)	(5)
Maramureş	Improve sustainable accessibility		Papin San Candido/ Innichen – Lienz; Alpine Pearls; Alpentäler-Bus; Allo p'tit bus			
	New intermodal transport connections	Bike transport on the Val Venosta line				
Mostviertel	Tourist transfer from Alpine towns to skiing areas	Schnee-Express; Dolomiti-Express; Train des Neiges	Glarner Sprinter			
	Mobility management in a Nature Park		A Piedi tra le Nuvole; Alpentäler-Bus	Nature Park Adamello Brenta; Traffic solution for the Innerfeld Valley	Nationalpark Kärnten Karte	
RARR-PL & RDA Svidník	Cross-border ticketing system of public transport			Engadine-Meran Route Express	Bodensee Vorarlberg Leisure Card	

¹⁴ “Cooperation and coordination in transport and tourism” should be inherent to all activities and is thus not included as a category on its own.

¹⁵ **Categories:** (1) Accessibility by public transport, (2) Regional and local soft-mobility offers, (3) Intermodality, (4) Pricing and ticketing, (5) Information/marketing and awareness raising activities.

Miskolc & ARR-KE	Cross-border intermodal routes with improved bike infrastructure	Venosta/ Vinschgau Line	Papin San Candido/ Innichen – Lienz; Alpine Pearls; Bike ‘n’ Bus			
EURAC	Sustainable mobility concept/offer in a strongly frequented tourism area	Venosta/ Vinschgau Line		Alpine Pearls; Bike, Hike and Winter-sports Web-portals – East Allgäu		
GESÄUSE	Software development for information of tourists on mobility offers			Bike, Hike and Winter-sports Web-portals – East Allgäu		SchweizMobil (App)

The ACCESS2MOUNTAIN project partners considered lessons learned from first good-practices for carrying out pilot activities in their regions. Within work package 5, the following pilot projects and activities were conducted. The experiences made by stakeholders and actors in the pilot areas are summed up per pilot region. Within the application form, the pilot area activities were categorized in *mobility management* and *soft mobility in tourism packages and information*, which is also mentioned in the following statements.

Figure 5 ACCESS2MOUNTAIN Pilot regions



source: UNICAM, based on Eurostat 2011 and Openstreet Map 2012

3.1 Maramureş Region

The activities in this pilot area were conducted within two categories, *mobility management* (two activities) and *soft mobility in tourism packages and information*.

Categories of the good-practice collection, the pilot region refers to:

- (1) Accessibility by public transport
- (2) Regional and local soft-mobility offers

3.1.1 Maramureş - Mobility in a peripheral Carpathian/Romanian region

The goal of this activity was to implement a participative development of a strategy and action plan to improve sustainable accessibility and achieve an increase of visitor numbers, wider tourism dissemination and higher incomes in the region. The methodology for the development of the Strategy and Action Plan consisted in the participation and involvement of the stakeholders in three planning workshops.

This strategy and action plan aims to be a foundation document regarding the strategic decision for the elaboration of the county plans for sectorial development in the following fields: Mobility, Tourism and Protected Natural&Cultural Heritage. The participants in the planning exercise consider that these fields are relevant for a sustainable SMART development of the Maramures County for the period 2014-2020. The results so far are:

Elaboration of the county profile regarding the analyzed fields (current situation) based on the reference documents good-practice collection for multimodal transport (2012) and study on the traffic flow and on the possible solutions in the County of Maramures and the northern part of the East Carpathians – Romania (2012) are elaborated within the project.

- Identification of the main measures to be taken in order to achieve durable, environmentally friendly tourism, as well as to ensure accessibility and connection to, between and in sensitive regions of the Alps and the Carpathians
- Drafting of the Action Plan - "Projects Portfolio" to be carried on in the future for the proper implementation of the strategy: a number of 53 possible future projects have been identified by the stakeholders involved in the planning workshops

2nd Workshop on strategy and action plan
17 October 2013



3rd Workshop on strategy and action plan
24 October 2013



Feedback

The stakeholders who participated in the workshops showed commitment to the cause of developing a better sustainable accessibility. Yet, their number was beyond expectations. This was in fact one of the main challenges of this activity (see below). Up to this moment there is no feedback received from county authorities. Such response is expected in the next stages, after the public debates.

Outlook

The "Strategy and Action Plan regarding the mobility in the peripheral area of the Carpathians: Romania/Maramureş" will be submitted to public debates and presented to decision makers in order to be taken into consideration for further regional planning.

Main challenges

The main challenges were a lack of official, public systems (instruments and procedures) needed for monitoring and evaluation of the analyzed fields, no existence of a GIS monitoring system, stakeholders' poor experience in planning policies, a lack of dialogue between experts who should get involved in the planning process. The short deadline for the service delivery which did not allow a building up and a training of a team to evaluate and implement the project prioritization and assessment process was a big challenge as well.

Lessons learned

A pre-planning stage is very important in the process of making an action plan and stakeholder's involvement is essential for the elaboration of future regional development policies.

3.1.2 New intermodal transport – improving bike infrastructure

This action aimed at setting up new intermodal transport for areas strongly affected by tourism – improving bike infrastructure.

Although in Maramureş, there is demand and potential for the development of cycling tourism, this field is still very fresh here and there is a lack of infrastructure and information. The situation before the beginning of the ACCESS2MOUNTAIN activities was that tourists were not aware of where and whether they could rent bikes, of how they could transport bikes on public means of transport from one point to another and most of all, of which would be the recommended tracks. All the actions within 5.2 and 5.3 activities were meant to improve the current situation and to offer options for exploring the area by bike. This involved a hard work of prospecting itineraries, tracking them with GPS, mapping them, marking them, producing and placing info boards and last but not least, promoting the new products. The concrete outputs are: a freshly mapped and marked network of 100 km of cycle tracks peppered with info boards. By following the red C signs, the tracks connect green areas, tourist sights and many river valleys of Historical Maramureş: Mara, Cosău, Iza, Vişeu and Vaser. Some of these trails follow the route of former railway beds, used in the past for exploiting the rich forestry and salt resources of the area.

Network of cycle tracks



Info boards



Link to the project Website:

<http://www.ACCESS2MOUNTAIN.eu/en/activities/Maramuresbybike.html>

Feedback

Great enthusiasm coming from mountain bikers and ecotourism associations both from Maramureş and other regions of Romania is visible. Although there was no longer the warm season by the time the tracks were finished, there have been already plenty of requests for maps and details about the itineraries.

Outlook

In the near future it is planned to proceed with further promotional and awareness raising activities like events aiming to increase the visibility of the new created tracks and a posting the tracks on specialized webpages and blogs. Furthermore an extension of the bike tracks network and therefore of the coverage of the mountain area in accordance to stakeholders' suggestions and partnership is planned.

Main challenges

The finalization of work has been delayed because of rainy weather. A long and twisted procedure was needed for authorizing the info panels' installation. A certain dose of skepticism coming from some custodians of green areas could be noticed.

Lessons learned

Communication with green areas administration and stakeholders is essential for receiving full recognition of such activities.

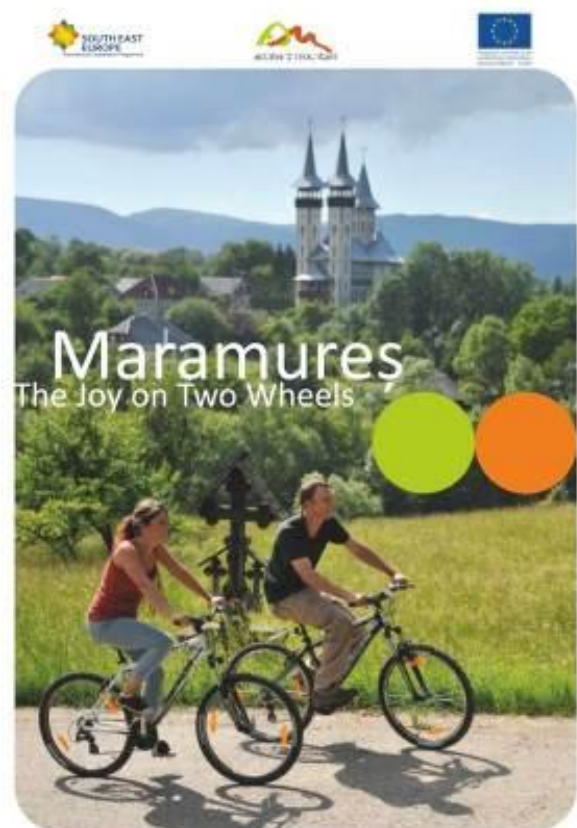
3.1.3 Integrative visitor packages and improvement of bike infrastructure

The process of creating new bike tracks was very much connected to and completed by the 5.3. activities, aiming at improving bike infrastructure by some small scale investments and by developing a tourist offer. The twenty bikes purchased within the project (small-scale investment) are waiting for their tourists in five different (rental) centers located in key points of the new marked bike trails. The bike racks placed on minibuses and on the narrow gauge train in Vişeu de Sus (part of work package 4 activities) are now ready to offer their services and help tourists accessing the area.

Bikes for rent in Breb and Vişeu de Sus



Brochure “Maramures-The Joy on Two Wheels”



In order to have all these wrapped into an attractive tourist offer, with the support of the Romanian Ecotourism Association, visitor packages were developed, based on the new created bike tracks and services and of pre-existing ecotourism offers in Maramureş. The five suggested packages are structured according to the type of tourism and the number of days spent in the area.

They address the tourists that are already in Maramureş and are willing to travel in the region by using their/rental bikes, minibuses, the (narrow-gauge) train and/or horse-drawn carts. Information related to

tourist attractions, accommodation, dining, bike rental places, difficulty level of the tracks and approximate prices is also provided within these packages. The entire new offer has already been promoted through press articles, at national and international fairs, seminars and conferences, through brochures and videos that enjoy popularity.

At World Travel Market London 2013, with the new brochures on cycling in Maramureş



Minibus service



Links to the project videos:

<http://www.youtube.com/watch?v=xHgSOntbh0E>

<http://www.youtube.com/watch?v=PzKOq5semSk>

Feedback

Although the new offer has not witnessed a full summer season yet and the promotion has only started, travel agencies already showed their interest in including the new Maramureş bike offer in their catalogues; in what concerns cycling enthusiasts and tourists, they praised the initiative and spread the information. The promotional videos (Maramureş Travel Green) have been acclaimed so far by an unexpectedly large number of viewers. The stakeholders involved in the project have also done their best in promoting the new services they are offering.

Outlook

Activities in the future will focus on new steps in the promotional campaign: info trips for travel agencies, journalists and specialized bloggers. A deeper involvement of the stakeholders (mainly those who administrate rural pensions) in promoting the new offer is aspired in the future. Further steps will be done in developing new and better bike transporting offers. Considering that there is an increasing market segment looking for mountain biking opportunities in the mountain countryside, there is a high

expectation that the newly created products will be used in the near future by a growing number of tourists.

Main challenges

Adapting existing trails to a cycling network that can be used by tourists that are visiting the area and spending the night in the local guesthouses is a real challenge. Another challenge was to look for routes that can be affordable in terms of difficulty by the general public, not only by experienced riders. Furthermore convincing the transporters to equip their buses and minibuses with bike racks was not easy. The local companies that provide regular buses operating between main points of interest in Maramureş are still very reluctant to such proposals.

Lessons learned

An exciting cycling track that could be great for experienced mountain bikers is not necessarily good for tourists. Trails are supposed to be double-checked by tourism experts in order to be part of a tourist offer.

3.2 Mostviertel

Activities in this pilot area were conducted within two categories, *mobility management* (two activities) and *soft mobility in tourism packages and information* (one activity).

Categories of the good-practice collection, the pilot region refers to:

- (1) Accessibility by public transport
- (2) Regional and local soft-mobility offers
- (3) Intermodality
- (4) Pricing and ticketing

3.2.1 Tourist transfer from Alpine towns to skiing areas

The activity is about the creation of a new ski bus interlinking the ski areas of Annaberg, Mitterbach and Mariazell. Additionally the adaption of the winter bus lines between Göstling-Lunz and Lackenhof with connections to the surrounding towns is made as well as some additional ski-busses driving from the main parking lot up to the Hochkar Mountain.

Due to the project, the federal government became aware of the problems and together with the local stakeholders many follow-up meetings were held in order to find solutions.

Ski bus



Winter bus line



Link to the project Website

<http://www.mostviertel.info/d/default.asp?id=145495&medium=MOST4&sstr=skibus>

Feedback

The first responses of customers and population were ultimately positive. Guests informing themselves via Mostviertel Tourismus were really glad to hear about that improved offers and same is true for the information points in Lackenhof, Gaming, Lunz and Göstling. So far it seems that this has been the first project which has not caused any negative feedback yet. Also the local inhabitants are happy about the new offers and were surprised, that finally there was a regional cooperation established to connect the skiing areas.

Outlook

The next steps beyond the project concerning the skiing bus are that the first season of the connection Gaming, Lackenhof, Lunz, Göstling needs to be evaluated to set further steps for the coming seasons. An important task will be the promotion of the second skiing bus connection Mariazell-Mitterbach-Annaberg. Until now, none of the ski lift operators or local information points was doing marketing for that new offer and even though several possibilities for improvement were pointed out after the first testing season, no recommendation was implemented. Mostviertel Tourismus will invest additional efforts to improve that situation.

Main challenges

It will be a main challenge in the winter to overcome the apathy of local stakeholders and motivate them to use the new offers as their very own new service for the guests – such as it has happened with the partners in Gaming, Lackenhof, Lunz and Göstling.

Lessons learned

It has to be carefully looked at the stakeholders and double-checked whether the measures agreed upon have actually been implemented. In the Mostviertel, one part of the region (Gaming-Göstling) took the initiative and made marketing for the newly established product as much as they could, while the other part of the region (Annaberg-Mariazell) remained rather passive. Mostviertel Tourismus as project initiator should have put higher efforts into the internal and regional marketing of that product which has not happened due to a lack of time.

3.2.2 Mobility Management in a Nature Park

Together with municipalities, ski lifts, the Nature Park Ötscher-Tormäuer and other regional players a mobility concept for summer and winter was carried out. After a kick-off workshop, the project team together with regional stakeholders worked out different mobility solutions for the skiing areas. One of those solutions has been implemented as a pilot – namely a ski bus connection between Annaberg-Mitterbach-Mariazell – and even further south to Styria. Furthermore, the times of the ski busses have been made more guest-friendly.

Link to the project Website

It is not implemented yet, therefore there is no project website. In the future, it will be found on www.naturpark-oetscher.at

Outlook

As a next step, precise business and financial plans have to be set up for the summer mobility concept in and around the Nature Park. After that, project proposals for the different funds have to be made and calls for partners/suppliers have to be done.

For the summer time, the project team together with stakeholders from the Nature Park-area, developed different traffic axes where there is a need for additional mobility offers. Certain bus connections have been extended or partially improved to better meet the guests' needs. But there have been many further necessities identified, which now need to be organized and financed somehow. To set up a financial plan for those mobility solutions is the task for the upcoming months.

Main challenges

The main challenge for the summer will be the setting up of funds but also to establish solutions, which can be operated cost covering. A main part of that mobility concept will be a new tariff system for the nature park. In the future, guests driving directly to the nature park entrance by car should pay a higher tariff than guests using public means of transport to arrive. One major difficulty will be to convince the local politicians of that system.

3.2.3 Bike & hike packages in Mostviertel

This activity was to be fulfilled in the category *soft mobility in tourism packages and information*. The action is about seat reservation systems for guests travelling by the Mariazellerbahn, organization of luggage and passenger transportation for people cycling to Mariazell or vice versa.

The set up and introduction of e-bike offers on the Traisental bike path in combination with the Mariazellerbahn railway have been introduced in the year 2012. Here, a strong interdependency with work package 4 is given. The experience of the last two years showed that the success of e-bike services is highly dependent on the local partners who are actually renting them. But in and around the town of Mariazell, this offer has been quite successful while the usage for the whole Traisental bike path is not of interest for too many tourists.

Link to the project Website

www.traisentalradweg.at

Feedback

The first response of customers/population to the new offers is that very few people are actually using the new e-bike offers in connection with the Mariazellerbahn railway line. But at the same time the bikes are being used frequently by tourists in and around Mariazell and also to certain extent in St. Pölten. The customers are satisfied with the offer and many of them are using it more than once. But there is need for improvement.

In 2013, more than 400 e-bikes were rent. That has been an increase of more than 80 rentals compared to 2012, even though the first half of the summer was marked by unfortunate, rainy weather conditions. The customer replies were generally positive, especially the emergency servicing of the bikes which was needed twice in the past two years, has worked out well.

Outlook

We do see the need for at least two more partners in the Pielach valley to rent and hand back the e-bikes, which is one of the next steps. Furthermore, a closer cooperation with the Mariazellerbahn is needed in order to provide the guests a higher flexibility. The idea is to let the guest ride their bikes as long as they want and let them jump on the train somewhere along the route without having to pay in addition – the train ticket should be included in a package price. Furthermore, it is important, to improve the situation in St. Pölten and to create higher numbers of rented bikes there.

Main challenges

To improve the situation in St. Pölten and to motivate the Mariazellerbahn for further cooperation are challenges for the near future. The current partners who are renting the bikes to the guests are very proactive in Mariazell, but not in St. Pölten. Furthermore, the Mariazellerbahn proved in the past years that it is not that easy for them to adapt to new systems and packages. But with the newly created infrastructure and the need for new touristic offers, we are optimistic to find solutions for those projects and ideas.

Lessons learned

For people using e-bikes, or those who are interested in using them, the distance between St. Pölten and Mariazell appeared to be too long. Therefore, shorter laps in combination with the Mariazellerbahn should be offered. Furthermore, the success of a product is always depending on the local stakeholders who are providing the service in the end. If the stakeholders are actively promoting a product or service it is likely to become a success. If not, the best idea will fail.

3.3 Cross-border area of Poland and Slovakia

The two activities in this pilot area were conducted within the categories, *mobility management* and *soft mobility in tourism packages and information*.

Categories of the good-practice collection, the pilot region refers to:

- (3) Intermodality
- (4) Pricing and ticketing

One more output has to be mentioned which concerns work package 4 as well as work package 5. It is a study combining narrow gauge railways and other lines etc. in the Slovak/Polish borderland. The study identifies a high potential for an integrated system of sustainable multimodal transport. The integration of regional and transnational railways between Poland and Slovakia is one of the key challenges within the framework of the ACCESS2MOUNTAIN project. The latest analysis issued by the Rzeszow Regional Development Agency is considered to be an important basis for the implementation of activities in the near future. The study identifies possibilities for combining narrow gauge railways and traditional railway lines as well as alternative transport routes in the Polish-Slovak borderland in an integrated system of multimodal transport. Thanks to the already existing infrastructure, the development of such a system would not be too costly. The most significant initiative seems to be a promotional campaign aimed at making the connection possibilities more popular with a common tariff policy for carriers, thus making travelling through the borderland region more convenient. The analysis also calls for increased cooperation and partnerships between transport bodies and local authorities.¹⁶

Integration of railways in the Polish-Slovak border region © BFRF



¹⁶ Source: ACCESS2MOUNTAIN Newsletter No.5, November 2013

3.3.1 Transnational ticketing system of public transport

After discussion within the project/among the project team, the decision was taken to prepare a feasibility study on creation of a transnational ticketing system of public transport in cross-border area of Poland and Slovakia.

Outlook

The future plan is to create new transport and tourism packages.

Main challenges

A transnational ticketing system of public transport will definitely facilitate the tourist movement in the region. The analysis should suggest stakeholders' solutions and strategies to implement the system. The benefits would be mutual – stakeholders could develop new transport and tourism packages. On the other hand, tourists could enjoy the evident convenience.

3.3.2 Map for tourism and transport offers

The role of Rzeszow Regional Development Agency (RARR-PL) was to create transnational mobility and tourism packages with tourism operators from Poland and Slovakia. Another task is connected to the preparing of a map covering tourism and multimodal transport offers of the cross-border area between Slovakia and Poland.

Main challenges

The map, just as a feasibility study on creation of a transnational ticketing system of public transport in cross-border area of Poland and Slovakia, is supposed to be a useful "tool" not only for tourists. The map could help stakeholders and tour operators to plan future activities in the region.

3.4 Northern Hungary and Košice Region

The activity in this pilot area was conducted within *mobility management*.

Categories of the good-practice collection, the pilot region refers to:

- (1) Accessibility by public transport
- (2) Regional and local soft-mobility offers

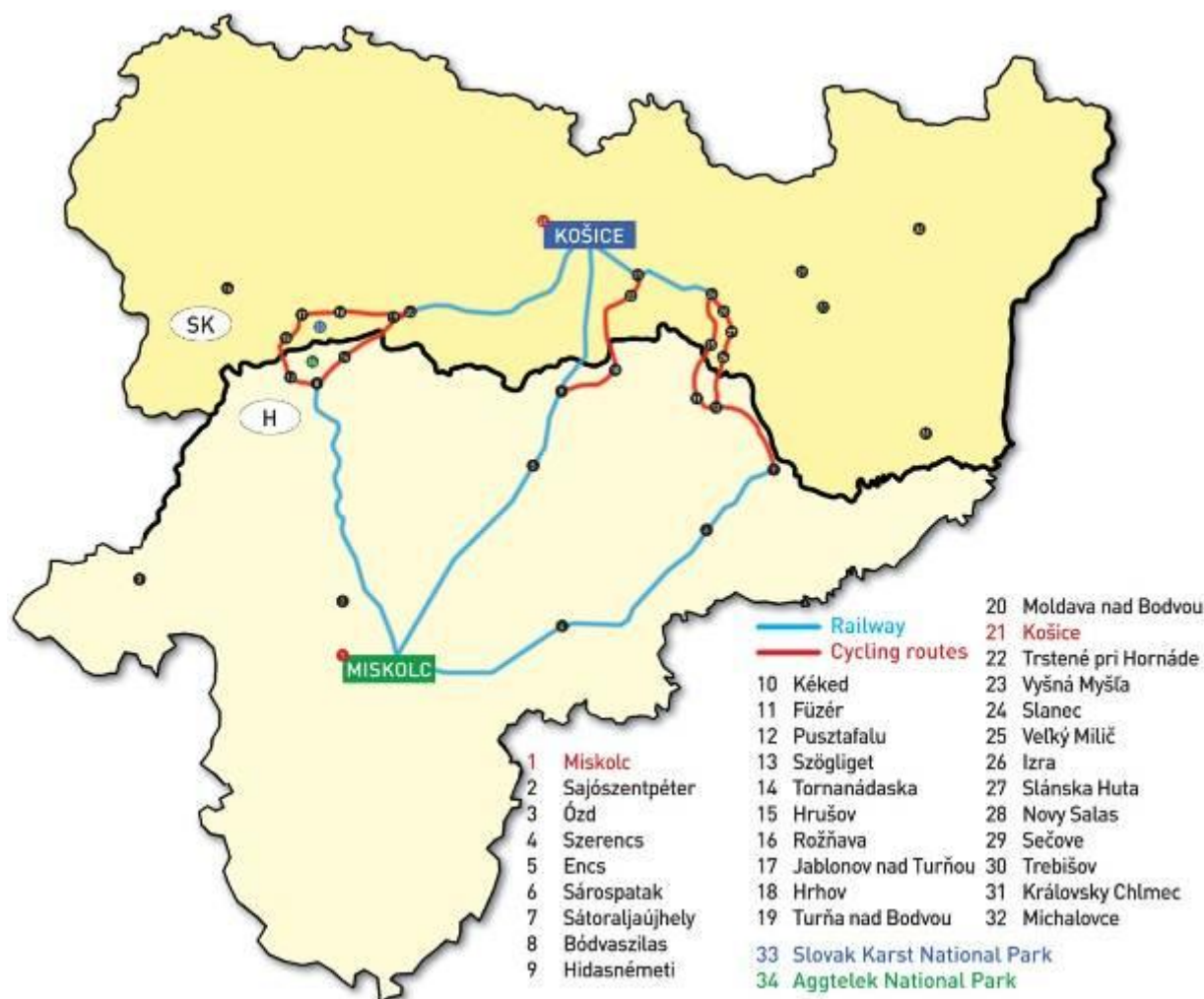
3.4.1 Cross-border intermodal routes in Northern Hungary and the Košice-region

The main goal of implementing three cross-border intermodal routes in Northern Hungary and Košice region including improved bike infrastructure was executed. The action involves a feasibility study and a common action plan.

The feasibility study of three intermodal cross-border routes to access tourist attractions including needs of local population has been carried out. It analyses the framework conditions in the cross-border region of North Hungary and the Košice region in terms of multimodal transport and proposes measures within three cross-border multimodal corridors:

1. **the Slovak Karst/Aggtelek (Slovenský kras):** Hrušov - Jablonov nad Turňou - Silická Jablonica (SK) / Szögliget- Bódvaszilas (HU)
2. **the Slanské Hills (Slanské vrchy):** Slanec - Slánska Huta – Izra – Byšta and Skároš - Vyšná Myšľa (SK) / Pusztafalu - Füzér (HU)
3. **Košice (SK) - Miskolc (HU)**

These intermodal cross-border routes primarily focus on interconnecting individual areas with the regional center – the city of Košice in case of the Slovak side of the territory and in case of the Hungarian area with the city of Miskolc by sustainable means of transport. The routes will serve both the needs of tourists and local people. Key recommendations for action plan developers and measures for small-scale investments that are feasible in the short term in the framework of the ACCESS2MOUNTAIN project but also in the mid and long term beyond the project implementation were proposed.¹⁷



¹⁷ Source: ACCESS2MOUNTAIN Website <http://www.access2mountain.eu/en/activities/Feasibilitystudyforcross-borderintermodalroutescompleted.html>, 20.01.2014

The main outputs are ten colorful route signs and five outside wooden forest shelters for tourists on the Hungarian side.

Small scale investments Miskolc



Key recommendations for improving the accessibility to the mountainous border areas on the Slovakian side are:

1. Complete the information system in all areas
2. Complete building of missing parts of infrastructure
3. Promote development and expansion of complementary services
4. Add complementary tourist amenities

The common cross-border feasibility study should base realistic developments that should contribute to increase the accessibility of mountain regions in the Alps and the Carpathians by sustainable transport and support the development of a high potential for sustainable tourism. Miskolc and Košice are sister cities and have declared cooperation activities, which strongly relate to cultural programs and focus very much on transnational tourism.

Link to the project Website

<http://www.ACCESS2MOUNTAIN.eu/en/activities/Feasibilitystudyforcross-borderintermodalroutescompleted.html>

Feedback

Local population and tourists in North Hungary use the wooden shelters frequently. The shelters are welcome and favored, especially by tourist visitors riding bikes. Unfortunately, the small-scale investments were not implemented yet on the Slovak side so there are no responses.

Outlook

Next steps beyond the project are some small-scale investments which will be implemented on intermodal routes by the end of the project. As the action plan development involved meetings with local stakeholders the plans have their commitment.

Main challenges

Eastern Slovakia and Northern Hungary have much in common. They have a tradition of heavy industry, located on the peripheries of their countries; the inflow of investments is lower than desired. The positive economic development of the western parts and metropolitan regions in Hungary and Slovakia has at the same time a negative side caused by continuing deflection of the center of economic gravity to its geographic west part. Since Slovakia and Hungary joined the EU, borders in international transportation have lost their former significance. An increasing level of cooperation should be one of the aims on both sides:

- Challenging stakeholder management
- No awareness and motivation at project start
- Mostly bilateral work needed
- To prepare a common cross-border study

Lessons learned

Awareness rising without providing real alternatives is nearly useless. Small-scale investments must be communicated as frequently as possible through printed newspaper articles and through website, plus additionally whatever media channels available locally. Otherwise, success figures will not be realized and target groups cannot be reached. Furthermore, an early development of core elements of awareness rising is necessary for a better integration from the project start. Identification and subsequent meetings with all local stakeholders is very important in order to find out their needs and to raise awareness among them from the early beginning of the project. An identification of concrete activities is also very important as the Application Form is not very specific.

3.5 South Tyrol/Dolomites

The activity in this pilot area was conducted within *mobility management*.

Categories of the good-practice collection, the pilot region refers to:

- (1) Accessibility by public transport
- (3) Intermodality

3.5.1 Concepts and offers for sustainable mobility in South Tyrol/Dolomites

The aim of this activity was to work out a concept for sustainable mobility solutions in a strongly frequented tourism area in South Tyrol/Dolomites in order to better integrate existing means of transportation (public transport, ski lifts, bikes and e-bikes) with mobility and leisure offers for both guests and the resident population. EURAC research focused in particular on the municipality of Corvara in the Autonomous Province of Bolzano - South Tyrol because it is a well-known tourism destination challenged by high traffic volumes in both winter and summer. It lies at the starting point of four touristically important mountain passes and experiences high transit traffic.

Particular attention was paid to the limitations and opportunities of integrating e-mountain bikes in an overall concept for sustainable (tourism) mobility in the Dolomites because e-mountain bikes incl. charging stations were introduced in August 2012. However, Corvara was not considered as an 'isolated spot' in the Dolomites but in its relation to the neighboring villages and surrounding mountains since part of its territory is on the Dolomites UNESCO Natural Heritage Site. The UNESCO title suggests investing future efforts in implementing sustainable tourism measures.

In the course of the ACCESS2MOUNTAIN project, intensive interviews with the most central actors (municipal administrative, department for nature parks of the Autonomous Province of Bolzano - South Tyrol, tourism association representative, provider of bike rental service, lift operator, environmental association representatives) were carried out and a row of meetings was held to discuss the concept. Information exchange and feedback loops were done in several personal conversations with Mr. Daniel Alfreider, graduate engineer and until 2013 municipal administrator and now Member of the Italian Parliament. The recommendations (a selection) include the following and target at both guests and inhabitants:

Access of Corvara:

- Offer incentives (financial, in kind, etc.) for guests arriving by public transport
- Include the *Mobilcard* of the South Tyrol public transport system in the price by arrival by train DB/ÖBB)
- Optimize the sign-posting for cars, busses etc. to better channel traffic;
- Introduce payment systems (for selected access roads) and increase controls to render public transport a more attractive means to arrive at the area;
- Restrict access to the area by periodically closing down the mountain pass roads;
- Improve the public transport offer: introduce regular timetables, enable intermodal and multimodal connections for passenger transport

Mobility in Corvara and surroundings:

- Tourism association and accommodation structures should focus in advertisement more on soft forms of mobility
- Introduce inter-municipal busses with regular timetables;
- Introduce on-demand mini-busses or taxis for inter-municipal rides (particularly on weekends and for rides at night);
- Further develop the Mountain Pass Alta Badia (summer pass for unlimited access to all Alta Badia lifts open in summer) to include the use of other public transport (bus, shuttle, e-bike, etc.) at an attractive price.

Activities in Corvara and surroundings:

- “Orienteering” event with (e-)bikes
- Positioning the area as a South Tyrolean “bike destination”; offer guided bike tours
- Harmonize the power charging stations (plugs) for e-bikes in the area of Alta Badia so that guests and inhabitants bringing their own e-bike can charge them as well
- Install renewable energy sources for the e-bike power charging stations
- Increase visibility of the e-mountain bike offer by explicit advertisement via the tourism association, accommodation structures etc.

Access to mountain by e-mountain bike and cable car



Proposed vision of integrated mobility for Corvara



Regional press release on the project



E-mountain bike charging station on the mountain top



Link to the project website

<http://www.ACCESS2MOUNTAIN.eu/en/activities/Multimodaltransport.html>

http://www.altabadia.org/en/summer_holiday_dolomites

Feedback

During the implementation there was a big media recall regarding the e-mountain bike offer (regional, national, international). The concept builds a basis for further discussion and refinement. It is important to:

- provide an example for sustainable tourism mobility using regional public transport and soft means of transport,
- provide an example for sustainable tourism in close proximity of a UNESCO World Natural Heritage Site and to
- critically analyze e-(mountain)bikes as sustainable means of transport/transport offer in a mountain area.

Outlook

A task for the future will be to share experiences gained in ACCESS2MOUNTAIN also with other (affected) regions, which will lead to further dissemination of project results and possible follow-up activities. This is explicitly in Mr. Alfreider's interest. The elaborated concept will be developed further as needed with local stakeholders also in the light of the ongoing studies and analyses for the UNESCO-tourism strategies. Of course maintenance of the e-mountain bike offer also in the next season (summer 2014) is aspired.

Main challenges

The management of stakeholders (diversity of interests and priorities on the part of political and public actors) is very challenging and it is difficult to introduce more sustainable concepts when old systems still work more or less.

Lessons learned

An early involvement of all affected and relevant actors is as important as also an intense stakeholder management, which is needed for a joint approach. To provide a high quality service in order to propose a convincing alternative to the private car is necessary. It is better to begin with little steps to contribute to a bigger picture and a shared vision.

3.6 National Park Gesäuse

The activities in this pilot area were mainly conducted within work package 5 *soft mobility in tourism packages and information*.

Categories of the good-practice collection, the pilot region refers to:

- (3) Intermodality
- (5) Information/marketing and awareness raising activities

3.6.1 Matching sustainable transport offers with tourism offers in Gesäuse

The aim of this action was to match sustainable transport offers with tourism offers in Gesäuse including a transfer of hikers and bikers and a software development for integrated information of tourists on mobility as well as on tourism offers. Due to a massive reduction of the well-established public transport offers in the Gesäuse-Region during the application phase, a need for restructuring occurred at the beginning of the project. The new challenge was up to parallel planning (in the course of the regular stakeholder involvement, work package 6) and establishment of a regional transport system suitable for tourism within restrictions of the Application Form. The corresponding outputs and results were not disturbed but had to be partly modified in comparison to the initially planned contents.

The main objective lied in providing a basis for a cooperative mobility platform formed by regional actors in the field of tourism and transport, allowing tourists to be entirely mobile in the National Park Gesäuse without a private car. Therefore, all of the basic requirements were laid in ACCESS2MOUNTAIN in order to achieve a functioning tourism mobility system for summer 2013. The operation of the system is funded by a national follow up financing body (klima:aktiv mobil) with a different project responsible organization (Tourism Association Alpenregion Nationalpark Gesäuse).

The concrete outputs are:

- Initialization of a regional mobility platform providing total service for guests (Start June 2013)
 - Shuttle service at the supraregional railway station Selzthal (GSEISHUTTLESPUR)
 - Door2door taxi system (GSEISTAXISPUR)
 - E-Scooter rental (GSEISMOPEDSPUR)
 - Ski-shuttle on the regional skiing resort (GSEISKISPUR)
 - Several fun packages (biking, rafting, riding etc.)
- Development of a guest card with mobility functions (GSEISCARD)
 - Premium guest card for the tourism region Gesäuse-Eisenwurzen
 - Discount for GSEISPUR mobility products
 - Discount for various tourism packages
 - Receiving
 - Free for duration of stay in partner enterprises

Software development (Nationalpark Gesäuse App)



GSEISPUR Website



Sustainable mobility fun with e-scooters



Easy and flexible mobility with the GSEISPUR mobility services



Link to the project Website

<http://www.gseispur.at/>

Feedback

The activity brought an enormous success of mobility offers in first pilot year 2013 with a high customer satisfaction (esp. mountaineers)

- Without support of website, app and marketing efforts 1638 passengers (June-October)
- 3,44 passengers/travel (high economic and ecologic efficiency)
- Reaching a new target group with car free holiday offers

Essential were the motivated tourism partners and the integration with public transport providers, which caused supra-regional awareness due to the challenging project implementation.

Outlook

Next steps will be the organizational and financial set up of mobility platform for the next 3 years including:

- Raising passenger numbers together with ecological and economic performance (passengers/travel)
- Further package development together with stakeholders
- Additional marketing efforts in urban areas (Vienna and Graz)
- Integration of municipalities in mobility system in order to perform an all year round community bus system
- Step by step legal push towards soft means of transport (e.g. parking lot management)

Main challenges

Within this activity, the stakeholder management was very challenging, as there was no awareness and motivation at the project start and mostly bilateral work was needed. In summary, there was missing awareness and financial support from the public sector (esp. municipalities) and also there occurred initial conflicts with public transport providers. Furthermore the administrative effort of an ETC project is very high.

Lessons learned

Looking back, a very intensive stakeholder management is needed for such cooperative solutions. Furthermore, a lot of details have been thought of from the very beginning of the project like an early development of core elements (website and app) for better integration from the very project start or the early networking with public transport providers:

- Tourism programs of international railway companies (expensive)
- Reassuring local transport providers

A radical simplification of mobility products is definitely a success factor (minimizing needed information), turning out into having no schedule, no stops and an easily understandable system design. Furthermore, an intelligent design of the system parameters in order to perform ecological and economic performance is important. To be able to provide a high quality service a real alternative to the private car has to be set up because awareness rising without providing real alternatives is nearly useless.

4 SYNTHESIS

4.1 Evaluation of implementation of project activities in the pilot areas

This subchapter includes a short overall review on the progress of implementation of the scheduled activities within the project duration and on first success figures. Detailed information about the project activities in the pilot areas can be found in the previous chapters.

The implementation of the project activities in the pilot areas was different from region to region, project to project. Plenty of actions were implemented successfully and some even led to further initiatives and more actions than previously expected. Some pilot areas experienced emerging objectives and demands in addition to the planned action (e.g. National Park Gesäuse) which had to be covered. Goals and visions developed are not always fully consistent with project plans or with the project's application form. The reason for that is unquestioned, that the application form was submitted before the implementation of some activities was defined and was formulated of wide scope which manifested an opportunity to respond to changing conditions, but also generated a challenge to decide for the right way of implementation. Thus the degree of implementation varies from project to project.

Some pilot areas were not able to implement all activities in the planned way which turned out to be a rebound for certain actions. From the point of view of the implementing actors, reasons for such challenges to implementation can be various but also the framework conditions (see chapter 2.2

Success Factors) were not always completely ideal. All in all the activities were implemented in line with the application form which clearly enabled adaptations and concretion of tasks.

The implementing partners of the pilot activities have reviewed the progress of implementation of the scheduled activities within the project duration. This caption summarizes the most important statements:

- A certain degree of flexibility is needed in the area of project and stakeholder management. One example is the cross-border area Poland-Slovakia: Within the application form some parts were outlaid very broad, thus the decision has been made to elaborate a feasibility study on the creation of the transnational ticketing system. This could help to implement that task also after the project ACCESS2MOUNTAIN.
- A weakness of the project was that common cross-border activities were not communicated very well amongst the partners prior to the preparation of the project proposal. Thus a flexible interpretation of the application form was necessary which was not easy to handle for all partners.
- Meetings with local stakeholders raise awareness about the topic of multimodal mobility as this “term” is not known well among the general public.

In any case, the pilot activities do benefit the regions as new, attractive offers have been developed which are already popular among tourists and inhabitants as well. Even if some offers might need slight adaptations. In a lot of examples it can be seen that the political stakeholders became aware of the mobility problem in rural areas and the high need and desire for soft mobility solutions stays in the mind of the responsible persons. Awareness for the need of soft mobility and soft tourism offers was not only raised among the decision makers but also among the population.

4.2 Recommendations from stakeholders and actors in tourism and transport for the implementation of sustainable mobility concepts

During the work on the pilot projects, the project partners go through the project lifecycle: from the planned and expected outputs to the actual real implementation. Along the way, the good-practice examples, experiences from other partners, new aspects, difficulties and changing perspectives came up and influenced the outcomes. To picture how the partners have seen these experiences, this chapter tries to sum up recommendations and lessons learned from four interlinked levels elaborated within the project consortium.

- Personal level as project manager or project responsible authority (lessons learned)
- Regional policy level
- National policy level
- Transnational policy level

The recommendations go to future project implementers and stakeholders as well as to all people working in project management within transport and tourism. Following contents ground on the main

findings of project partners, actors and stakeholders and are enriched by synthesized lessons learned from the pilot activities. During the sixth project partner and project steering committee (PSC) session (8-9 October 2013 in Chinadievo, Ukraine), a thematic workshop was held regarding recommendations. An interactive finding of recommendations was carried out. Furthermore, a collection of recommendations took place at the 7th Partner and PSC Meeting in Kosice on 22-24 January 2014. Out of all these sources and from the experiences made the following recommendations and advice could be collected.

4.2.1 On personal level of the project managers

In course of the project implementation within the pilot regions, the project managers and participants had the challenging task to walk a fine line between planned outputs according to the project ACCESS2MOUNTAIN and a realistic implementation in the region. Additionally, they had to deal with administrative project management tasks. Project managers have a variety of tasks to care for and within that, they always have to show the substantial benefits resulting from the potential participation in the project to all actors and stakeholders as well as potential users.

Everything starts with a careful interpretation of the application form at the very beginning, which includes a delineation of concrete outputs/tasks and setting concrete goals together with regional key actors. It has shown that an arising hindering factor here is that project managers are not involved in all stages of the project from the beginning, e.g. in the application phase.

Important steps to consider are furthermore:

- Mobility projects should be started timely in a temporary restricted project like ACCESS2MOUNTAIN in order to being able to use as much time as possible within the project's infrastructure and possibilities to implement at least some important steps.. E.g. a mobility concept needs several years of observation and gradual adjustments.
- An early start of public procurement procedures.
- Plan a concept all the way to the implementation with a clear business model. A visualization of possible profits could motivate actors in tourism and transport to collaborate.
- Intensive stakeholder integration of high level actors (higher administrations, politicians, public transport providers, tourism actors) and further assistance and communication to push them to further promote and develop implemented projects.
- Implement similar activities also in other areas of the county.
- Follow-up on a project even after its implementation, otherwise it is likely to fail.

A general finding is that soft mobility alone cannot be effectively marketed as a tourism product, as intended in some of the pilot activities. Therefore integrated packages with emotional touch and high service are needed and awareness can be gained through information meetings, published press announcements or ads in TV/radio and a presence in social media.

4.2.2 On regional (policy) level

Regional actors and stakeholders within projects need a special thoughtfulness in handling, especially in the first project phases where awareness has to be raised and enthusiasm for the planned action is needed from all actors. The regional level offers a lot of recommendations for further project implementations. Important factors for actors on regional level are:

- Visible outputs from the beginning
- Indirect profit/outcome, which is important to communicate among tourism actors
- A multisectoral partnership among the very key actors including tourism actors, tour operators, public transport providers etc. The problem beyond it is that project partners normally do not have the direct authority to implement the measures
- An efficient communication structure for cross-border outputs
- Personal commitment of the project management, the regional key actors and the administrative actors
- Tourism mobility needs additional features (compared to classical public transport) like a shuttle-service for arrival and departure, easy and flexible mobility in the region or fun mobility to raise awareness

On regional level, the experience shows that problems can arise during the project implementation, which can hinder a smooth realization. Within the implementation of the pilot activities it became clear that many soft-mobility measures do not have a direct profit/outcome out of implementation. Thus in some cases it is difficult to generate a strong willingness among stakeholders to work for "idealistic" project objectives.

Secondly, the project pace is mostly too slow for practitioners/regional actors and an integration and coordination of different regional projects is missing. Thirdly, in most of the partner-cases the regional government is too weak in means of finance or organization.

4.2.3 On national (policy) level

The national level generally prepares the ground for a successful project implementation. It is important that the project aims are consistent with the national framework and balanced with the different policies (e.g. transport policies) in the various regions.

Experience shows that there is little integration of the thematic field tourism and soft mobility in some national strategies and plans. E.g. in Poland the topics are not mentioned both in national and regional development strategies in an exhaustive way but as separate issues. In some countries, even the regional/national administrations are not very well trained on regional development projects, which can cause further communication problems and difficulties within project implementation. Another national problem occurred e.g. in Austria, where there were bureaucratic difficulties when projects should include partners from the neighboring provinces.

4.2.4 On transnational (policy) level

For the transnational level, the experience shows pretty much the same as on the national level. Transnational objectives (mostly not concrete meta-objectives) are not well embedded into regional and national action plans, which are more concrete. One arising problem is the lack of framework conditions to implement ETC-projects, which can hinder further development of projects. All in all more abstract or creative project objectives are not really supported. Nevertheless, the assuring of transnational added value motivates the stakeholders to act.

There is a need for possibilities to make bigger investments in disadvantaged regions as small-scale investments do not raise enough awareness transnationally. Furthermore, it would be helpful if decision makers of the national ministries took part in some of the project meetings in order to strengthen the knowledge and understanding for the needs of the bordering regions and the precise benefits of such cross-border projects.

5 CONCLUSIONS

This synthesis report provides a good overview of the mainly successful implemented pilot area activities within the work package 5 and acts as a final synthesis on best practices and experiences of pilot activities in the field of multimodal transport in tourism. The successful activities within the work package 5 in the project ACCESS2MOUNTAIN acts as good-practice for the practical implementation of projects.

The report can act as a help for a successful implementation of mobility projects for future implementers as the lessons learned and recommendations found in this report are very closely related to practice. The practical realization of multimodal transport solutions in tourism is a wide field and thus a good summarized compilation of hints and support to future/follow-up projects is indispensable.

Strengths and potential risks are highlighted as well as benefits of projects from various topics. As the implementation of the project activities in the pilot areas was different from region to region/partner it becomes clear that goals and visions developed are not always consistent with project plans or with the project's application form. At the end all projects found their way to a prosperous implementation.

Most of the implemented activities do have active future plans, which is a fact underlining their success so far and plan to expand the offer, either to other regions or in quantity or quality. A further evaluation on a regular basis and adaptation to the needs of the users will be an important task for the future.

The recommendations in this report go to future project implementers and stakeholders as well as to all people working in project management within transport and tourism. The findings can be interpreted individually and show that a project implementation faces various supporting and hindering factors, on regional as well as on national or transnational level. The perspective out of the personal level of the project managers is a personal one, but reflects the opinion and experience of the implementing actors.

All results will be integrated among other thematic inputs in the overall synthesis report respectively in a common charter to be undersigned by the project consortium at the final conference.

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